INTEGRATED DEVELOPMENT PLAN 2017/2022

FOR 2017/2018

FINANCIAL YEAR

TUESDAY, 30 MAY 2017

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PREFACE

MR G RUITERS
HEAD IDP

In terms of Chapter 5 of the Municipal Systems Act (32 of 2000), Council must adopt a single, inclusive and strategic Integrated Development Plan (IDP), that guides and informs the municipality's planning, budgeting, management and decision-making processes.

The IDP reflects on a five year period from **2017 to 2022**. The constant changes in social relations, economic directives, political agendas, spatial form, and natural environment, necessitates the annual revision of the municipality's priorities, their ability and performance in terms of service delivery, because these changes might influence the execution of the strategic plan of Council.

Because the IDP enforces the political agenda of Council, it remains in force for the political office bearers for their term of office, until a new IDP is adopted by the next elected council. The current Council was elected in **August 2016**.

IDP Objectives and its alignment

In consideration of various gaps in the previous IDP processes, the following IDP objectives were determined:

- ✓ Strengthen participatory governance
  - Initiate Ward Based Plans and Programmes to sustain livelihoods
  - Creating a single window of coordination between government departments
- ✓ Strengthen the administrative and financial capability of municipalities between policy intent and response regarding:
  - Implementation of a differentiated approach to municipal financing, planning and support;
  - Improving access to basic services;
  - Implementation of CPW (Community Work Program) and EPWP (Expanded Public Works Programme)
  - Contribute to the achievement of sustainable human settlements and quality neighbourhoods, and

- ✓ Address coordination problems and strengthen cross-departmental initiatives
- ✓ Align the Budget and SDBIP with the IDP; and
- ✓ Monitor and evaluate service delivery.

To give effect to a credible IDP, Cabinet in January 2010 adopted the 12 Outcomes outlining service delivery, priorities and targets to be met by the Ministers of Cabinet.

This IDP is the first attempt to integrate and align the municipality's activities with these 12 Outcomes. Greater emphasis was however placed on Outcome 9, focussing on a responsive, accountable, effective and efficient local government system. The IDP was also aligned with the seven National Key Focal Areas and Cogta's Revised IDP Format guide 2012 and the Reviewed IDP Analysis Framework 2013.

During the planning phase, we sought to integrate sustainable human settlement based on the Spatial Development Framework (SDF), and promote developmental self-assessments as opposed to compliance based assessment only. We addressed Ward-based planning, as a basis for community participation.

Councillors, Ward Committees, political structures, government departments and the community at large, were effectively involved in the Municipal planning process, promoting the development of local communities and addressing the basic needs of our community, whilst achieving the objects of local government (Sec 153 of the Constitution).

The IDP, though annually reviewed is a living document, and a process is followed where comments and inputs can be submitted in writing, on a continual basis.

This IDP document is made available to the public through all municipal offices, libraries and the official website of Municipality Dawid Kruiper: www.dkm.gov.za

MESSAGE BY THE EXECUTIVE MAYOR

COUNCILLOR LIMAKATSO KOLOI
EXECUTIVE MAYOR

Municipality Dawid Kruiper' Integrated Development Plan (IDP) is an agreement between local government and the community. This agreement binds and guides Council and the municipal administration to be responsive and accountable in setting its budget priorities, and in the allocation of scarce resources to meet the needs of all the residents of Municipality Dawid Kruiper, as best it can.

The prioritisation of key project implementation is Dawid Kruiper' way to impact on service delivery, which will remain a top priority for the coming months and years. All of us, Council, administration, community and all other relevant stakeholders, should be driven by urgency to accelerate the execution of our projects, programs and service delivery plans for the betterment of the lives of our communities.

Council, through the IDP, have the opportunity to put the community at the centre of development, not merely as beneficiaries, but as drivers of transformation. In the effective and efficient accomplishment of our key deliverables over the next five years, we can realise our goal in providing a better life for all.

Thanks to the Community at large, the IDP Steering committee in the administration, and IDP Representative Forum, consisting of members from all spheres within the community, i.e. ward committees, councillors, different sectors, who exercised their right to be part of an inclusive government.

Even though Council is the ultimate political decision-making body, we acknowledge that the IDP/Budget/PMS Forum serves the needs of the community. The IDP/Budget/PMS Forum will therefore meet quarterly to monitor and evaluate the IDP process and Project implementation, give inputs, and make recommendations regarding Priority Issues, Objectives, Strategies, Projects and Programs.

We can assure the IDP/Budget/PMS Representative Forum and all residents in Dawid Kruiper that, as a direct result of hard work by people in our administration, service delivery will improve, and we will see the credibility of the Dawid Kruiper' administration increasing, and the stability and efficiency of Council's workforce improved.

We are committed to deliver on our Constitutional mandate to serve all residents in the Municipality Dawid Kruiper jurisdiction, and will remain a municipality where the people govern...

COUNCILLOR LIMAKATSO KOLOI
EXECUTIVE MAYOR
DAWID KRUIPER MUNICIPALITY

ACKNOWLEDGEMENTS BY THE ACTING MUNICIPAL MANAGER

MR JE KOCK
ACTING MUNICIPAL MANAGER

The well-governed Municipality Dawid Kruiper is committed to realise its vision by ensuring that its policies are implemented, administrative functions run effectively, and affordable quality services are provided to all residents and visitors.

Integral to the achievement of this vision is the need for effective planning. I am confident that the current IDP that covers the period between **2017 and 2022** sets a path and direction for future growth and development and gives the necessary guidance to the budget.

Local government has at its core three fundamental pillars on which it rests: The effective operation & maintenance of existing infrastructure, the eradication of service delivery backlogs and the creation of an fertile environment for future growth and development.

Even though the payment of municipal rates and service charges are a household priority in our communities, the municipality is still challenged by financial constraints and capacity constraints. To this end, our demands as a municipality often outstrip our capabilities and our available resources. We are also challenged by the persistent discrepancies in the redistribution of wealth, the ever widening gap between rich and poor, and the continued poverty which is evident in some of our communities.

Despite these difficulties the municipality is still setting a high standard in terms of its service delivery mandates as reflected in the IDP. The effective implementation of the IDP therefore requires that a fine balance be struck in allocating available resources in ensuring that more residents have access to basic services like electricity, water, sanitation, refuse removal, roads & stormwater, sport & recreational facilities and the management of emergencies and disasters. We also have need to, through the implementation of our IDP, meet the crucial goals of creating jobs, expanding and enhancing infrastructure, and operating a well-run, accountable administration staffed by reliable, committed and hard-working employees.

While issues such as education, safety & security and social housing do not fall within the mandate of local government, we are committed to working with and supporting, provincial and national government in meeting their responsibilities in these areas.

MR JE KOCK
ACTING MUNICIPAL MANAGER
DAWID KRUIPER MUNICIPALITY

GLOSSARY / LIST OF ACRONYMS

Abbreviation	Meaning
AAPSS	Northern Cape Agriculture and Agro processing Sector Strategy
ABET	Adult Basic Education and Training
AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
BBBEE	Broad Based Black Economic Empowerment
CAPEX	Capital expenditure
CBD	Central Business District
CDW	Community Development Worker
CED	Community Economic Development
CoGTA	Cooperative governance and traditional affairs
DACE	Department of Agriculture, Conservation and Environment
DBSA	Development Bank of South Africa
DEAT	Department of Environmental Affairs and Tourism
DALA	Department of Agriculture and Land Administration
DLA	Department of Land Affairs
DLGH	Department of Local Government and Housing
DMP	Disaster Management Plan
DOE	Department of Education
DORA	Division of Revenue Act
DOH	Department of Health
DPW	Department of Public Works
DWAF	Department of Water Affairs and Forestry
ECD	Early Childhood Development
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
FAMSA	Family and Marriage Association of South Africa
FET	Further Educational Training
HIV	Human Immune Virus
IDP	Integrated Development Planning
IDZ	Industrial Development Zone
IGR	Intergovernmental Relations
IWMP	Integrated Waste Management Plan
ITP	Integrated Transport Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LRAD	Land Restitution and Development
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MSA	Municipal Systems Act
MTEF	Medium Term Expenditure Framework
MRM	Moral Regeneration Movement
MDR-TB	Multidrug-Resistant Tuberculosis
NCMS	Northern Cape Manufacturing Strategy
NGO	Non-Governmental Organization
NKFA	National Key Focal Area
OPEX	Operational expenditure
PGDS	Provincial Growth and development Strategy
PMS	Performance Management System
REDS	Regional Electricity Distribution System
SABS	South African Bureau of Standards
SAFA	South African Federation of Football Association
SAPS	South African Police Service
SASSA	South African Social Services Agency
SANCA	South African National Cancer Association
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SDI	Sustainable Development Initiative
SETA	Sector Education Training Authority
SOE	State Owned Enterprise
SMME	Small Medium Micro Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
WSA	Water Services Authorities
WSDP	Water Services Development Plan
XDR-TB	Extreme Drug Resistant Tuberculosis

EXECUTIVE SUMMARY

1 INTRODUCTION

The Dawid Kruiper' five year Integrated Development Plan (IDP) is a legislative compliant requirement in accordance with the Municipal Systems Act (32 of 2000), Sec 23, which is binding to the municipality.

The IDP intends to promote integration, cooperation, collaboration and co-ordination between the community and local, provincial and national government. The IDP is therefore a planning instrument that ensures that plans and delivery processes of other sectors complement those of the municipality, ensuring the effective use of scarce resources.

Ward Based Planning (WBP): The Ward Based Planning will be conducted by the IDP section in September 2017 in order to analyse the quality of life of citizens in the municipality. The WBP will provide an assessment of the quality of services provided to communities and the backlogs in services.

Census 2011: The 2011 Census results also presented the Municipality with recent and informative statistics that will inform the review of its plans especially with regards to access to services, population growth and densities and unemployment data.

Various policies were also put high on the agenda for planning purposes such as the National Development Plan which assist in revising and updating programmes and projects.
The IDP will also informed by the overall performance of the Dawid Kruiper Municipality including a review of progress against programmes and projects and external assessments such as, auditor general report. Finally, the Dawid Kruiper Municipality embarked on a Public Participation Process to consult with and get input from communities on the needs identified by the Ward Based Planning and to ensure social cohesion within communities.

2. STRUCTURE OF THE 2017/ 2018 INTEGRATED DEVELOPMENT PLAN

EXECUTIVE SUMMARY

The Executive Summary gives an introduction and overview of the document's structure and content which includes:

- Introduction
- Brief rationale for review
- Brief process
- Outline of the 2017/2022 IDP document

CHAPTER 1: VISION AND MISSION

Chapter 1

CHAPTER 2: DEMOGRAPHIC PROFILE

This chapter contains demographic information such as population statistics socio-economic information and their implication on planning, etc. This information was sourced from Statistics South Africa Regional office in Upington. The statistics indicates that population Dawid Kruiper Municipality's 107 162 in 2016. This reflects an overall population growth of 1.82% between 2011 up to 2016. The unemployment rate decreases significantly from 34% in 2001 to 22.1% in 2011.and there was a huge decline in the youth unemployment rate too from 42.3% in 2001 to 29% in 2011 but the youth unemployment rate is still very high in comparison with the overall unemployment rate of the municipality. Although about 44.7% of the Dawid Kruiper population are between 14 and 35 years old, youths remains relatively marginalised. All municipal services except sewerage increased since 2001 with electricity for lighting increased from 91.1% in 2011 to 94% in 2016 within the Khara Hais area and 69 % within the Mier Area, respectively.

CHAPTER 3: POWERS AND FUNCTION OF THE MUNICIPALITY

This section indicates the powers and functions to the municipality. The Constitution states in section 156(1) that a municipality has executive authority in respect of, and has the right to administer the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5. These functions delegated to the municipality and its definitions are discussed in this chapter.

CHAPTER 4: PROCESS FOLLOWED

In this chapter the legislative requirements informing the development of the IDP and details the process which was taken to produce the IDP. The approval of the Process Plan signals the start of the review process and the plan paved the way to review the IDP document for 2017/ 2018 financial year. The Process Plan gives certain responsibilities to internal as well as external stakeholders and role players with regards to the reviewing of the IDP document.

CHAPTER 5: SPATIAL, DEVELOPMENT AND ECONOMIC RATIONAL

This chapter explains the reason behind the development of the Spatial Development Framework and illustrates how the SDF will facilitates with the development of Dawid Kruiper in a sustainable manner through the social, economic and environmental visions as pertaining to the Human Settlements Plan, LED Strategy and ZF Mcgawu District Municipality Environmental Framework.

CHAPTER 6: STATUS QUO ANALYSIS

Chapter 6 briefly answers the question on what category the Dawid Kruiper Municipality is, the total area the municipality has to service, the governance and administration structures of the municipality. It furthers provides information on where are the Dawid Kruiper Municipality are with regards to the provision of services that relates to the identified critical services. The status quo assessment indicates the state of affairs in the municipality in relation to the following Key Performance Areas:

KPA2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

The information indicates the existing level of development in the community. It also, clearly indicate the wards and their level of service in respect of water; roads; electricity and energy; roads and storm-water; sanitation.

KPA 3: PUBLIC PARTICIPATION AND GOOD GOVERNANCE

Indicate the availability and status of the following structures:

GOVERNANCE STRUCTURES:

- internal audit function
- audit committee
- oversight committee
- ward committees
- council committees
- supply chain committees (SCM).

MANAGEMENT AND OPERATIONAL SYSTEMS:

Indicate the availability and status of the following management and operational systems:

- complaints management system
- fraud prevention plan
- communication strategy
- stakeholder mobilisation strategy or public participation strategy.

KPA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Indicate availability and status with regard to the following:

- information technology (IT)
- availability of skilled staff
- organisational structure
- vacancy rate
- skills development plan

- human resource management strategy or plan
- individual performance and organisational management systems
- monitoring, evaluation and reporting processes and systems.

KPA 5: FINANCIAL VIABILITY

Indicate availability and status with regard to the following:

- tariff policies
- rates policies
- SCM policy - staffing
- staffing of the finance and SCM units
- payment of creditors
- Auditor- General findings (issues raised in the report if any)
- Financial management systems.

KPA 6: LOCAL ECONOMIC DEVELOPMENT

Indicate the availability and status with regard to the following:

- Local Economic Development strategy.
- Unemployment rate (disaggregate in terms of gender, age, etc).
- Level of current economic activity – dominant sectors and potential sectors.

Job creation initiatives by the municipality (e.g. local procurement, EPWP implementation, CWP, etc)

SOCIAL DEVELOPMENT was identified as a seventh KPA and the status, backlogs and interventions in Education, Health, Safety and Security and Sports and Recreation are discussed.

DISASTER MANAGEMENT

The Disaster Risk Management Plan forms part of the Dawid Kruiper Integrated Development Plan as a sector plan in contrast to the various cross-cutting issues related to "integrated plans". This section briefly gives an overview of the Dawid Kruiper Disaster Risk Management Plan. (The Disaster Management Plan needs to be reviewed)

PRIORITY ISSUES

As part of the situational analysis priorities issues were identified by the communities during the public participation process which are highlited and concludes the status quo analysis chapter.

CHAPTER 7: DEVELOPMENTAL OBJECTIVES

The objectives indicate what a municipality can reasonably achieve in a five-year period or less and with the available resources. The development of objectives takes into account various national and provincial targets. There is a clear linkage between challenges identified in the status quo report and the objectives. The linkage is showed by providing the National Key Performance Area, the Development Priority of the Municipality and the Development objectives of the Municipality.

CHAPTER 8: SECTOR PLANS

This chapter discusses the existence and status of sector plans. The section demonstrates how sector plans relate to one another. This relationship demonstrates how an integrated approach would contribute towards achieving the outcomes of developmental local government.

CHAPTER 9: DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

This chapter provides concrete interventions that the municipality will implement to attain the objectives highlighted in the Development Objectives Chapter 7. The chapter details all strategies, programmes and projects of the municipality. The Three year strategy indicates the projects for the next three years while the Annual Plan reflects all projects that will be implemented over the next financial year. The Three Year Strategy and Annual Plan must be aligned with the MTERF of the municipality.

CHAPTER 10: ORGANISATIONAL PERFORMANCE MANAGEMENT

This chapter is the predecessor to the compilation of the SDBIP and gives KPI's for projects and programmes to be implemented during the next financial year. For this reason the SDBIP and PMS should reflect the Key Priority Areas, Development Priorities, Development objectives, Strategies and Key Performance Indicators (National Key Performance Areas), that is measurable by performance indicators and targets as set out with every project in Chapter 9.

CHAPTER 11: PROGRAMMES AND PROJECTS OF OTHER SPHERES

This chapter of the IDP indicates the programmes and projects of other stakeholders and the implications that such projects/ programmes will have for the municipality to proactively put measures in place to accommodate the programmes and projects.

CHAPTER 12: ALIGNMENT WITH NATIONAL AND PROVINCIAL PROGRAMS/ PROJECTS

This chapter illustrates in tabular format the alignment of nasional and provincial programmes and projects with the municipal development priorities and strategies.

CHAPTER 13: DISASTER AND RISK MANAGEMENT

The final chapter of the document provides an overview of the strategic risks and mitigation measures as well as the Dawid Kruiper's Disaster Risk Management Plan.

A – Ward Profiles per Ward
B – Spatial Development Framework
C – Housing Chapter
D – LED Strategy
E – Waste Management Plan
F – Water Services Development Plan
G – Disaster Management Plan
H – Other Sector Plans
- Risk Management System
- Communication Strategy
- OPCAR
- Tourism Plan

I – Five Year Financial Plan
J – Institutional Program- Human Resources
- Workplace Skills Plan
- Employment Equity Plan
- Organogram
- Monitoring and Performance Management System
- Integrated Occupational Health and Safety
- HIV/Aids Strategy
- Anti-Fraud , Corruption Strategy and Prevention Plan

K – Chapter 9- Strategies, Projects and programme & Annual Plan
L – List of Policies
M – Municipal By- Laws
N- Back 2 Basics Municipal Action Plan

CHAPTER 1: VISION AND MISSION

In the previous five year IDP phase, the focus of Council was very much on their *status quo* situation, whilst the strategy phase focuses on the future (setting of objectives), and also on how to get there (strategies). Therefor, the development of a vision for the municipality, as well as objectives and strategies, were linked to those issues.

Vision:

To provide an affordable quality service to Dawid Kruiper and its visitors and to execute the policies and programmes of the Council.

In the SDF Dawid Kruiper envisage a self-sustaining ecology with long-term benefit for all inhabitants of Dawid Kruiper. The SDF foresee:

1. Agriculture as an optimally efficient and economically viable market-directed sector representing a socio-economic 'pivot' of Dawid Kruiper
2. Manufacturing and industry as a viable sector which builds on the comparative economic advantages of Dawid Kruiper, and operates in accordance with the highest standards for environmental management.
3. Tourism as a sustainable industry, supporting or enhancing marginal industries and contributing significantly to the improvement of the quality of life of all the communities of Dawid Kruiper.
4. Urban development in a safe, healthy and aesthetically pleasing urban environment, with the architectural and spatial character depicting the historic and cultural background of the habitant communities.
5. Rural development in an environmentally sustainable manner with the infrastructure and services that is essential for the development of the rural communities of Dawid Kruiper whilst enhancing its unique rural character.
6. Social Development establishing an optimally developed and empowered society in harmony with its environment.
7. Conservation of natural habitats worthy to be consolidated into continuous tracts of conservation land, protecting natural biodiversity and providing community-supporting ecosystem services.
8. Natural resources as fundamental requirements for sustainable development in Dawid Kruiper Municipality.

With Council adopting a new five year IDP, the vision statement is under review in order to determine what Dawid Kruiper would like to achieve in the long run.

Mission:

As an authority that delivers Municipal Services to Dawid Kruiper, we attempt by means of a motivated staff, to develop Dawid Kruiper increasingly as a pleasant, safe and affordable living and workplace for its residents and a hospitable relaxed visiting place for its visitors.

CHAPTER 2: DEMOGRAPHIC PROFILE

2.1 INTRODUCTION

It is important to note that the demographic information profiled in this document is still the latest information; hence the last official Census conducted by Stats SA was in 2011. It includes both data for the former Mier and //Khara Hais Municipalities.

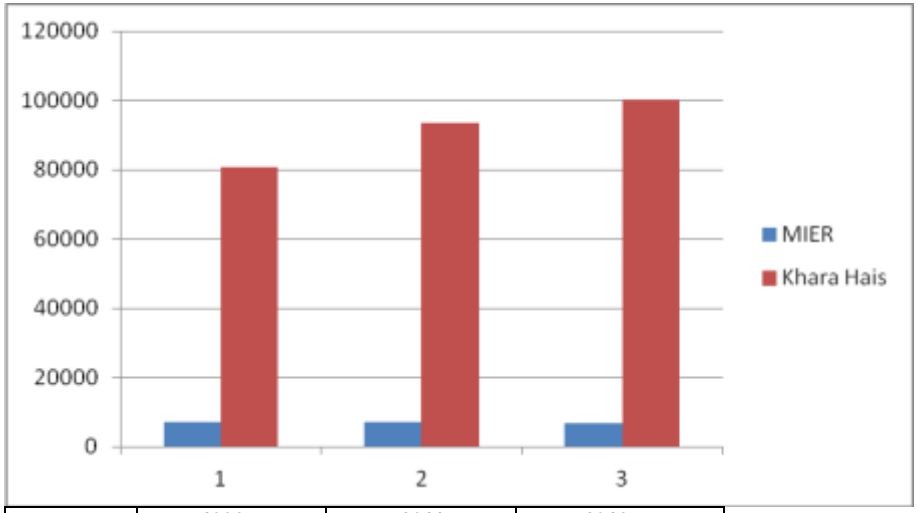
The demographic information provided below indicates the state of population and the development since the last Census that was conducted in 2011.

Description	2001	2011
Total population	77,919	93,494
Young (0-14)	31,7%	29,8%
Working Age (15-64)	63,0%	64,6%
Elderly (65+)	5,3%	5,5%
Dependency ratio	58,7%	54,7%
Sex ratio	95,5	97
Growth rate	-0,73% (2001-2011)	1,82% (2001-2011)
Unemployment rate	34%	22,1%
Youth unemployment rate	42,3%	29%
No schooling aged 20+	13,6%	7,1%
Higher education aged 20+	5,9%	7,8%
Matric aged 20+	20,9%	26%
Number of households	17,934	23,245
Average household size	4,1	3,9
Female headed households	34,1%	40,5%
Formal dwellings	81,2%	75,2%
Flush toilet connected to sewerage	68,6%	68,3%
Weekly refuse removal	79,3%	87,2%
Piped water inside dwelling	38,7%	56%
Electricity for lighting	73,6%	91,1%

Table 1 – Key Statistics (Source Stats SA)

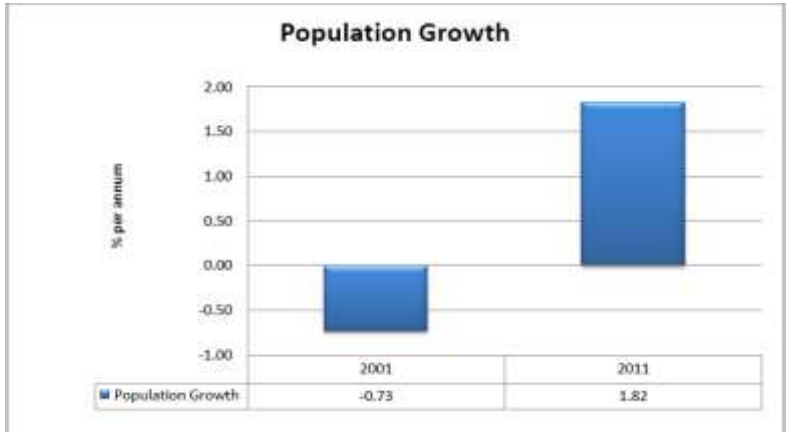
2.2 POPULATION AND POPULATION GROWTH

Table 1, indicates that the Khara Hais area, population was 100 497 in 2011. This reflects an overall population growth of 1.82% between 2001 and 2011. Dawid Kruiper Local Municipality is the most populous municipality in ZF Mcgawu District. The graph below indicates that there is currently 6 879 people within the Mier area which in terms of the demographic spread are scattered compared to the 100 282 within the former Khara Hais/Upington area, which brings the total population to 107 162 within the Dawid Kruiper jurisdiction.



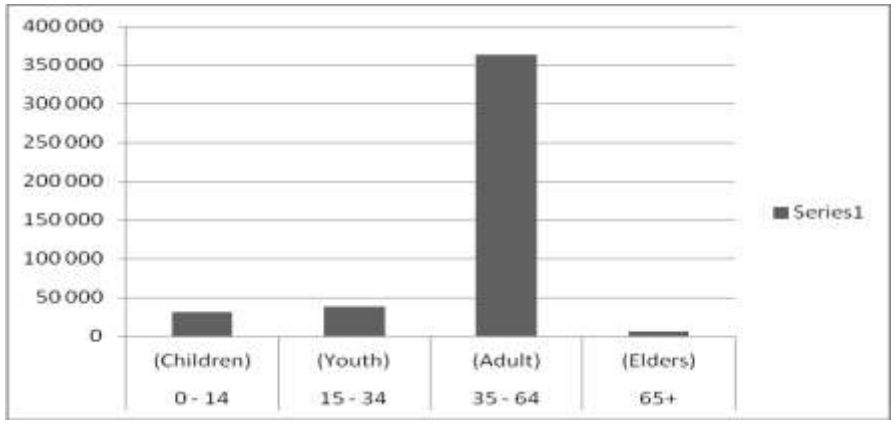
	1996	2011	2016
Mier	7026	7 003	6 879
Khara Hais	80 823	93 494	100 282

Graph 1: Population (Source – Stats SA)



Graph 2: Population Growth (Source – Stats SA)

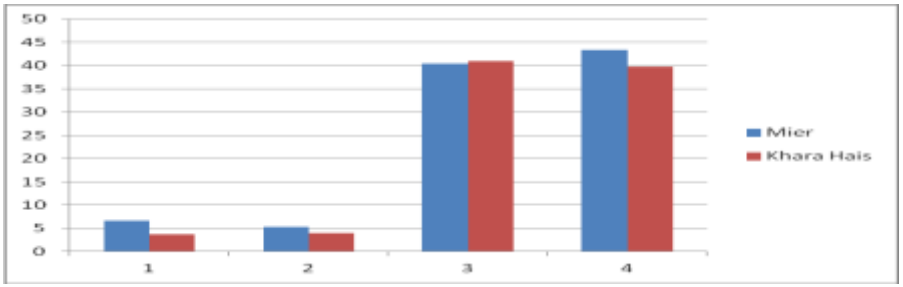
The fertility rate in Dawid Kruiper has declined significantly over time. As a result children aged 0–15, decline with 1.9% since 2001. *(From 31.7% in 2001, to 29.8% in2011.)*



30677	38 149	32 316	6019

Graph 3: Age Structure (Source – Stats SA)

The working age population stadily grew over the 10 year period to 64.6% in of the total population in 2011. Other age categories, particularly the proportion of older persons (older than 65) has slightly grown with 0.2% from 5, 3% in 2001 to 5.5% in 2011.



Graph 4: Dependancy Rate (Source – STAT SA)

The dependency rate declined from 54.7 in 2011 to 20.6 within the old KharaHais area and still remains high within the Mier area at 77.6. This implies that there is still a large number of residents that dependant on government pensions, implying that a large part of the residents of Dawid Kruiper earn less than R 1 280-00 per month and that in itself has a negative influence on the payment of services. The percentage of households earning less then 2x old age grants per month, amounts to 28,8%. In total 14 486 households are subsidized by the services subsidy scheme. Only 26, 9% of the inhabitants are economically active.

2.3 SEX RATIO AND GENDER

The sex ratio is one of the key measures of sex composition. It gives the number of males for every 100 females. If it is above 100, it shows the predominance of males over females; conversely when it is lower than 100, the reverse is true. Generally, sex ratios at birth are high and decrease gradually as age increases.

Overall, data suggest that the population is predominantly of female population. On average, the population consists of 49.9% of male population and 51.1 % of female population.

On average, Dawid Kruiper had a sex ratio of 97 (97 males per 100 females) which is an increase of 1.5 since the 2001 Census.

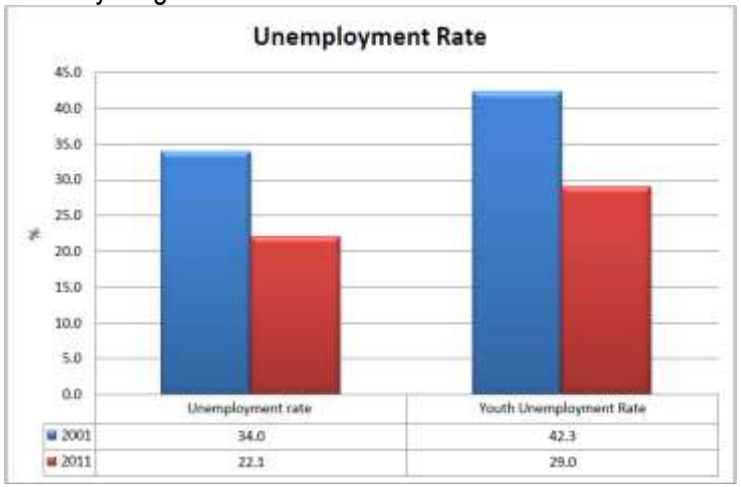
There is an almost fifty percent split between males and females
As indicated on table 2 below.

Sex	Percentage
Female	50,7%
Male	49,3%

Table 2 – Gender (Source: Stats SA)

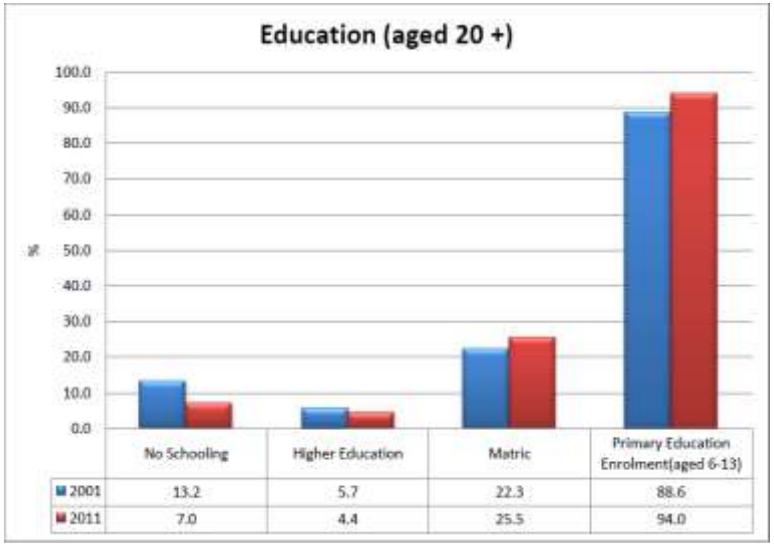
2.4 UNEMPLOYMENT RATE AND EDUCATION

The unemployment rate decreases significantly from 34% in 2001 to 22.1% in 2011. There was a huge decline in the youth unemployment rate too from 42.3% in 2001 to 29% in 2011but the youth unemployment rate is still very high in comparison with the overall unemployment rate of the municipality. Although about 44.7% of theDawid Kruiper population are between14 and 35 years old, youths remains relativelymarginalised.



Graph 5: Unemployment Rate (Source – Stats SA)

An increase of 5.1% (20.9% in 2001 to 26% in 2011) of people living in Dawid Kruiper over the age of twenty years have completed the 12th grade while there was a significant decline of 6.5% *(13.6 in 2001 to 7.1% in 2011)* in people that had no schooling at all. Higher education increases from 20.9% in 2001 to 26% in 2011.



Graph 6: Education (Sourse – Stats SA)

2.5 HOUSEHOLDS

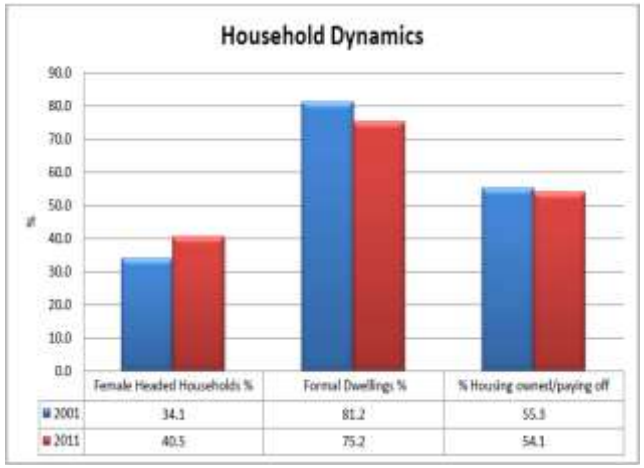
There were 28 704 households in the Dawid Kruiper Municipal area in 2016, which is a significant increase since 2011 when there were only 25 029 households. This creates a larger demand for household-based services such as housing, water, electricity and sewerage.

Graph 7: Households (Source – Stats SA)

2.6 HOUSEHOLD DYNAMICS

Female headed households increases from 34.1% in 2001 to 40.5% in 2011. Which is worrying because families headed by single parents (usually women), and households headed by women are more likely to be poor than male-headedhouse holds. Programs that empower women should be implemented across all spheres of government to assist the vulneralble.

Formal dwellings decrease from 81.2% in 2001 to 75.2% in 2011. This could be contributed to establish of more informal settlements and the slow delivery of subsidised houses.

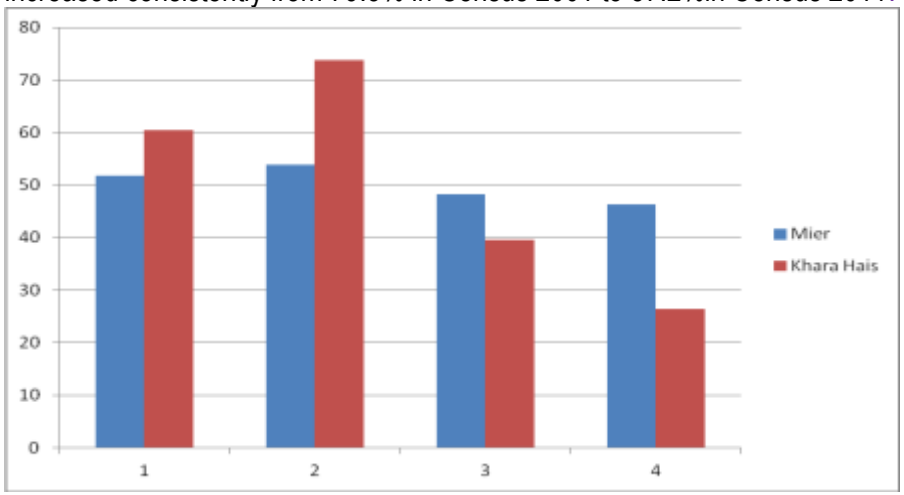


Graph 8: Household Dynamics (Source – Stats SA)

2.7 HOUSEHOLD SERVICES

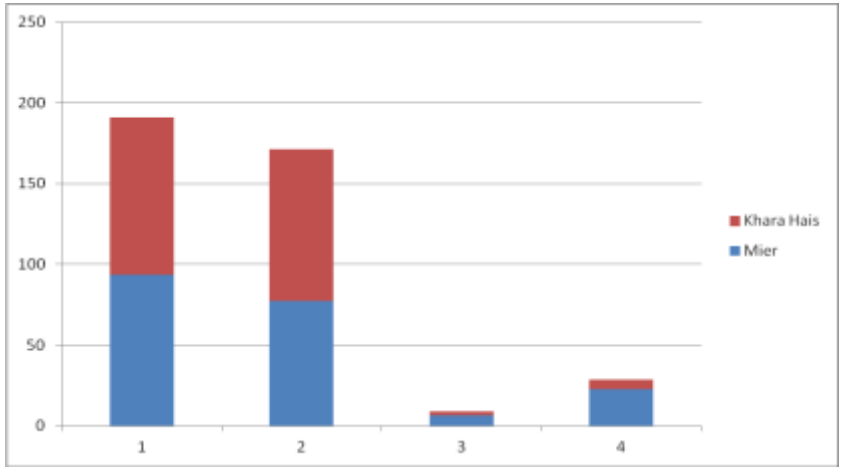
All municipal services except sewerage increased since 2001 with electricity for lighting increased with to 94.% within the Khara Hais/Upington area and up to 64 % in 2016 within the Mier area respectively

The percentage of household whose refuse is removed by local authority weekly, increased consistently from 79.3% in Census 2001 to 87.2%in Census 2011.



Graph 9: Household Services - Access to Improved Sanitation (Source – Stats SA)

The proportion of households that have flush toilets connected to the sewage system decrease slightly from to 68.3% to in 2011 to 73.7% within the Khara Hais/Upington area and to 53.8 within the Mier area.



Graph10: Household Services - Access to Improved Piped Water (Source – Stats SA)

Access to piped water in the dwelling or yard has increased significantly since 2001 when only 38.7% of households reported access compared to 56% in 2011, and further increased to 94.1% within the KharaHais/Upington area and to 97.3 % within the Mier area.

2.8 POPULATION GROUPS

The coloured population is in the majority, followed by Africans and then y the white population. The most commonly spoken language is Afrikaans, spoken by 85% of the residents as indicated by tables 2 and 3 below.

GROUP	PERCENTAGE
Black African	**23,1%**
Coloured	**65,2%**
Indian/Asian	**0,7%**
White	**9,9%**
Other	**1,2%**

Table 3 – Population group (Source: Stats SA)

2.9 LANGUAGES SPOKEN

The table below shows that Afrikaans is the most dominant language in Dawid Kruiper with 85.2% of the population indicating that this was the language most often spoken in the home. This is followed by IsiXhosa at 5% and Setswana at 3.5%.

LANGUAGE	PERCENTAGE
Afrikaans	85,2%
English	1,9%
IsiNdebele	0,2%
IsiXhosa	5%
IsiZulu	0,3%
Sepedi	0,2%
Sesotho	0,9%
Setswana	3,5%
Sign Language	0,3%
SiSwati	0%
Tshivenda	0,1%
Xitsonga	0%
Other	0.8%
Not Applicable	1,5%

Table 4 – Language (Source: Stats SA)

2.10 CONCLUSION

The demographic statistics indicates that Dawid Kruiper Municipality in conjunction with other spheres of government worked hard to improve the conditions of the local communities in Dawid Kruiper the past ten years.

Information regarding the Population Composition and Distribution, as well as the Age and Gender composition is included in the **Ward Profiles – Annexture A**

CHAPTER 3: POWERS AND FUNCTIONS

POWERS AND FUNCTION OF THE MUNICIPALITY

3.1 INTRODUCTION

The Constitution states in section 156(1) that a municipality has executive authority in respect of, and has the right to administer the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5. Dawid Kruiper Municipality has the following functions.

3.2 SCHEDULE 4 PART B

3.2.1 BUILDING REGULATIONS

The regulation, through by-laws, and legislated building regulations, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for:

- Approval of building plans,
- Building inspections,
- Issue of completion certificates, and
- Control of operations and enforcement of contraventions of building regulations if not already provided for in national and provincial legislation.

3.2.2. CHILD CARE FACILITIES

Ensuring a safe and healthy environment within facilities not included in national and provincial legislation pertaining to child care facilities.

3.2.3 ELECTRICITY RETICULATION

Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, tariff policies, monitoring of the operation of the facilities for adherence to standards and registration requirements, and any other matter pertaining to the provision of electricity in the municipal areas.

Electricity reticulation in the municipal Area of Jurisdiuction is done by the Municipality in the Upington and surrounding areas and by Eskom in some rural areas, like Raaswater, Ntsikelelo, Leerkrans, Karos, Lambrechtsdrift and the Mier area. There is no service level agreement, as the Municipality and Eskom are delivering the service in their respective licensed Areas of Supply. The licensed Area of Supply is regulated by the National Energy Regulator of South Africa (NERSA).

3.2.4 FIREFIGHTING SERVICES

Including fighting and extinguishing of all fires; the rescue and protection of any person, animal or property in emergency situations not covered by other legislation or powers and functions.

This function is the responsibility of the District Municipality, but due to capacity and infrastructure not been available this powers and functions were gazetted and approved by the MEC to the Dawid Kruiper municipality. The previously grant in aid due to fire services now forms part of the equitable share to the municipality.

3.2.5 LOCAL TOURISM

The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure and control the tourism industry in the municipal area subject to any provincial and national legislation, and without affecting the competencies of national/provincial government pertaining to “nature conservation”, “museums”, “libraries” and “provincial cultural matters”.

3.2.6 MUNICIPAL PLANNING

- Integrated development planning for the local municipality in accordance with the framework for integrated development plans prepared by the district municipality
- Development and implementation of a town planning scheme or land use management scheme for the municipality including administration of development applications in terms of special consents and rezonings.

3.2.7 MUNICIPAL ENVIRONMENTAL HEALTH SERVICES

The protection, promotion and maintenance of human health, potable water quality monitoring, food control, waste management, control of premises, communicable disease control, vector control, environmental pollution control, disposal of the dead, chemical safety and noise control but excluding port health, malaria control and control of hazardous substances.

The ZF Mgcawu District Municipality took on 1 July 2016 the function over.

3.2.8 MUNICIPAL PUBLIC TRANSPORT

The regulation and control, and where applicable, the provision of:

- Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area.
- Scheduled services for the carriage of passengers, owned and operated by the municipality, on specific routes

3.2.9 PONTOONS, FERRIES, JETTIES, PIERS AND HARBOURS

Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments

3.2.10 STORM WATER MANAGEMENT SYSTEMS IN BUILT-UP AREAS

The management of systems to deal with storm water in built-up areas

3.2.11 TRADING REGULATIONS

The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation.

3.2.12 POTABLE WATER SUPPLY SYSTEMS

The establishment or procurement, where appropriate, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply points, metering, tariffs setting and debt collection; and provision of appropriate education so as to ensure reliable supply of a sufficient quantity and quality of water and effective water use amongst end-users, including informal households, to support life and personal hygiene.

3.2.13 DOMESTIC WASTE-WATER AND SEWAGE DISPOSAL SYSTEMS

The establishment or procurement, where appropriate,, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of services necessary for safe and hygienic households.

3.3 SCHEDULE 5 PART B

3.3.1 BEACHES AND AMUSEMENT FACILITIES

Amusement facilities
A public place for entertainment.

3.3.2 BILLBOARDS AND THE DISPLAY OF ADVERTISEMENTS IN PUBLIC PLACES

The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and / or encourages the use of goods and services found in:

- streets

- roads
- through fares
- sanitary passages
- squares or open spaces and or
- private property

Excluding any aspect that may be covered by provincial or national legislation

3.3.3 CEMETERIES, FUNERAL PARLOURS AND CREMATORIA

The establishment conducts and control of cemeteries and crematoria serving the area of the local municipality only.

Funeral parlours and crematoria are not operated by the municipality but they work through the municipality – administratively.

3.3.4 CLEANSING

The cleaning of public streets, roads and other public spaces either manually or mechanically

3.3.5 CONTROL OF PUBLIC NUISANCE

The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community

3.3.6 CONTROL OF UNDERTAKINGS THAT SELL LIQUOR TO THE PUBLIC

The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlets for compliance to license requirements in as far as such control and regulation are not covered by provincial legislation

3.3.7 FACILITIES FOR THE ACCOMMODATION CARE AND BURIAL OF ANIMALS

The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements outlined in legislation.

3.3.8 FENCING AND FENCES

Ensuring the provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads

3.3.9 LICENSING OF DOGS

The control over the number and health status of dogs through a licensing mechanism

3.3.10 LICENSING AND CONTROL OF UNDERTAKINGS THAT SELL FOOD TO THE PUBLIC

Ensuring the quality and the maintenance of food safety and hygiene related environmental health standards through regulation, a issuance of a certificate of acceptability and monitoring of any place that renders in the course of any commercial transaction the supply/handling of food intended for human consumption. Implement policy and regulations 'as provided for and prescribed in terms of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act 54 of 1972) and the Health Act, 1977 (Act 63 of 1977), including the relevant regulations published under the mentioned Acts.

3.3.11 LOCAL AMENITIES MEANS

The provision, manage, preserve and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facility for public use but excludes such places, land or buildings falling within competencies of national and provincial governments.

3.3.12 LOCAL SPORT FACILITIES

The provision, management and/or control of any sport facility within the municipal area.

3.3.13 FRESH PRODUCE MARKETS

The establishment, operation, management, conduct, regulation and control of markets restricted to the selling of fresh products, vegetables, fruit, flowers, fish and meat.

3.3.14 MARKETS MEANS

The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.

3.3.15 MUNICIPAL ABATTOIRS

The establishment conducts and control of abattoirs serving the local municipality area only

3.3.16 MUNICIPAL PARKS AND RECREATION

The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and include playgrounds but exclude sport facilities.

3.3.17 MUNICIPAL ROADS

The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, or belonging to the road.

3.3.18 NOISE POLLUTION

The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future

3.3.19 POUNDS

The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by-laws.

3.3.20 PUBLIC PLACES

The management, maintenance and control of any land or facility owned by the municipality for public use

3.3.21 REFUSE REMOVAL, REFUSE DUMPS AND SOLID WASTE DISPOSAL

The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and include the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment for the inhabitants of a municipality

3.3.22 STREET TRADING

The control, regulation and monitoring of the selling of goods and services along a public pavement, road reserve and other public places but excluding the following:

- Fresh produces markets as defined above.

3.3.23 STREET LIGHTING

The provision and maintenance of lighting for the illuminating of streets

3.3.24 TRAFFIC AND PARKING

The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads but excluding any provincial competences as specified in legislation.

The Registering Authority of Dawid Kruiper Municipality is the agent for the Provincial Department of Transport, Safety and Liaison as per the signed Services Level Agreement between the two parties, for the collection of all motor vehicle license fees in terms of the National Road Traffic Act, Act 93/1996, and to transfer all monies received to the Department including monies payable to the Road Traffic Management Corporation; the testing of motor vehicles for the purpose of checking roadworthiness of vehicles and issuing of learners and drivers licenses in terms of applicable legislation.

A **List of all By- Laws** with regards to the enforcing and of formentioned functions is listed as **Annexture - M** to the IDP.

CHAPTER 4: PROCESS FOLLOWED

4 .1 LEGISLATIVE AND POLICY FRAMEWORK

Key legislative and policy framework informing to this IDP Process are as follows:

4.1.1 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA:

Section 152 of the Constitution provides the objectives of local government to:

- provide democratic and accountable government for local communities;
- ensure the provision of services to communities in a sustainable manner;
- promote social and economic development;
- promote a safe and healthy environment; and
- encourage the involvement of communities and community organizations in the matters of local government.

Working to achieve these objectives, municipalities are also expected to transform its approach and focus to be developmental in nature. (section 153). To do this, the Constitution requires a municipality to:

- structure and manage its administration, and budgeting and planning processes to
- give priority to the basic needs of the community, and to promote the social and
- economic development of the community;
- participate in national and provincial development programmes; and
- together with other organs of state contribute to the aggressive realization of fundamental rights contained in sections 24 to 27 and 29.

4.1.2 WHITE PAPER ON LOCAL GOVERNMENT (1998)

The White Paper establishes the basis for a new developmental local government and characterizes it as a system, which is committed to working with citizens, groups and communities to create sustainable human settlements which provide for a decent quality of life and meet the social, economic and material needs of communities in a holistic way.

To achieve developmental outcomes it will require significant changes in the way local government works. The White paper further puts forward three segments which can assist municipalities to become more developmental:
i) Integrated development planning and budgeting.
ii) Performance management.
iii) Working together with local citizens and partners.

4.1.3 MUNICIPAL SYSTEMS ACT (ACT NO 32 OF 2000)

This is the primary legislation that gives direction and guidance on the development processes of the IDP.
Chapter 5, Section 25 (1) of the Municipal Systems Act (2000) states that:
"Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which
a) links integrates and coordinates plans and takes into account proposals for the development of the municipality
b) aligns the resources and capacity of the municipality with the implementation of the plan;
c) complies with the provisions of this Chapter; and
d) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation."

On the basis of the agreed framework plan, Section 28 mandates that each municipal council must adopt a process plan to guide the planning, drafting and adoption and reviewing of its integrated development plan. Once the IDP document has been prepared, it must be reviewed annually as stated in section 34.
A municipal council must review its integrated development plan annually in accordance with an assessment of its performance measurements in terms of

section 41; and to the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with prescribed process.

4.1.4 MUNICIPAL STRUCTURE ACT (ACT NO 117 OF 1998)

The Act directs how municipalities are to be structured and sets out the purpose and objectives of these structures i.e. powers and functions and procedural matters when these structures conduct business.

4.1.5 MUNICIPAL FINANCE MANAGEMENT ACT (ACT NO 56 OF 2003) (MFMA

Aspects addressed by the MFMA are the transformation of procurement regime and alignment of budgeting and the IDP, as well as related performance management mechanisms. With regard to the latter, chapter five of the MFMA identify specific IDP timeframes that are linked to budgeting timeframes. The legislation also introduces corporate governance measures to local government.

4.1.6 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (ACT NO 16 OF 2013) (SPLUMA)

The Spatial Planning and Land Use Management Bill was assented by the President on 2 August 2013, and gazetted on 5 August 2013 as the Spatial Planning and Land Use Management Act 16 of 2013. The objective of the Act is to create a coherent regulatory framework for spatial planning and land use management for the entire country that will redress the imbalances of the past and promote social and economic inclusion.

4.1.7 NATIONAL DEVELOPMENT PLAN

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal.

As a long-term strategic plan, it serves four broad objectives:

1. Providing overarching goals for what we want to achieve by 2030.
2. Building consensus on the key obstacles to us achieving these goals and what needs to be done to overcome those obstacles.
3. Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
4. Creating a basis for making choices about how best to use limited resources.

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

4.2 PROCESS FOLLOWED

4.2.1 OVERVIEW

The Integrated Development Plan (IDP) is the results of a process through which the municipality prepare strategic development plans for a five-year period. The IDP supersedes all other plans that guide development at local government level, as it is one of the key instruments for local government to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.

In order to ensure certain minimum quality standards of the IDP process and proper coordination between and within spheres of government, municipalities need to prepare an IDP Process Plan. It is in essence the process for the formulation of the IDP, Budget, and Key Performance Indicators (KPIs) set out in writing for adoption by Council.

In terms of the Municipal Systems Act section 29 (1):

The process followed by a Municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must-

a) be in accordance with a predetermined program specifying timeframes for the different steps;
b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the MSA, allow for-

(i) the local community to be consulted on its development needs and priorities;
(ii) the local community to participate in the drafting of the integrated development plan; and
(iii) organs of state, and other role players to be identified and consulted on the drafting of the integrated development plan

c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and

d) be consistent with any other matters that may be prescribed by regulation.

In complying with legislation, a process of continuous engagement and developmental self assessments are promoted where the following aspects are considered:

- Comments received during IDP engagement meetings with National and Provincial Sector Departments
- Alignment of the IDP with the Provincial Growth and Development Strategy (PGDS) as well as with the National Spatial Development Perspective (NSDP)
- Areas identified through self-assessment i.e. strengthening of public participation structures;
- The implementation of Performance Management System;
- The reviewing and updating of all Plans and Programs;
- The updating of the Spatial Development Plan, Financial Plan, Integrated Institutional Plan, and Capital Investment Plan; and
- The compilation and implementation of the Service Delivery Budget Implementation Plan (SDBIP) according to the MFMA
- Updating of priority needs, objectives, strategies and projects
- Identification of new priorities and projects

Information given in this document will therefore include the following:

- a program specifying the time frames for the different IDP, Budgeting and setting of KPI phases during the planning process, and
- appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state and other role players in the IDP, Budget and KPI process.

An IDP/Budget/PMS Process plan for 2017/2018, that outlined a predetermined program specifying timeframes for the different steps in the IDP consultative and participatory processes, was drafted and approved by **Council on 30 August 2016: Resolution 8/08/2016 SCM.**

Appropriate mechanisms, processes and procedures were established in the Process Plan in terms of Chapter 4 of the MSA, where

- ✓ Ward Committees, the local community and different sector departments were consulted on its development needs and priorities; and

- ✓ The IDP/Budget/PMS Representative Forum and the local community participated in the drafting of the IDP.

An extensive consultative and analytical ward based planning process with ward committees, the community and other relevant stakeholders yielded:

- ✓ Authentic ward profiles and plans (based on the SDF) for each ward;
- ✓ A SWOT analysis on each ward;
- ✓ Prioritized issues for inclusion in IDP projects and budget projection, and
- ✓ Targets and KPIs to monitor the progress and performance of the municipality on the delivery of services over the next five years.

Ward based plans will be used as a basis for community participation in each ward, in September 2017.

Consultation was also done with sector departments to enable provincial and national government to integrate and implement their plans in the local space of the municipal area.

The needs, plans and planning requirements of the community were aligned with the programmes of local-, provincial- and national governments, and in terms of national and provincial legislation in order to be consistent with any other matters prescribed by regulation.

Care was taken to align the IDP with the National 12 Outcomes, Cogta's Revised IDP Format guide 2012, the Revised IDP Analysis Framework 2013, the Provincial Growth and Development Strategy (PGDS) as well as National Planning documents.

Capital Projects were aligned with the Municipality's strategic objectives and legal requirements in terms of contents, location and timing, in order to arrive at consolidated and integrated institutional programs and sector plans.

From the inputs and comments received from the community and the IDP/Budget/PMS Representative Forum (which include representatives from National and Provincial Sector Departments), Project - and Program lists were compiled to inform the Implementation Plan, the Financial Strategy, and the Annual Operation Plan, the organogram, as well as the Organizational Performance Management System (PMS).

4.2.2 ROLES AND RESPONSIBILITIES

In order to ensure a well organised planning process it is essential that all role players are fully aware of their own and of other role player's responsibilities.

Despite the above-mentioned organizational structuring and lack of capacity, the municipality will still attempt to distribute roles and responsibilities in such a way to ensure an effective planning process in the IDP. The municipality confirms the identification of the following role players in the IDP Review Process:

4.2.2.1 INTERNAL ROLE PLAYERS

(a) **The Executive Mayor** serves as the Political Head of the Municipality and in his/her capacity should chair the IDP Representative Forum Meetings.

(b) **Municipal Manager** as Head of administration is responsible for the overall management, co-ordination, implementing and monitoring of the IDP, and will therefore chair the IDP Steering Committee.

(c) **Municipal Council** as the ultimate political decision making body, the Council has to:

- Consider and adopt a Process Plan
- Consider, adopt and approve the IDP

(d) **Ward Councillors** as link between the Municipality and the residents, Councillors have to:

- Inform / link the process to the ward committees/constituencies;
- Be responsible for organising, consultation and public participation;

- Ensure that the relevant needs and budget are linked to and based on the IDP.

(e) **HEADS OF DEPARTMENTS** are responsible for:
- Providing relevant technical, sector and financial information for priority issues;
- Contributing technical expertise in the consideration and finalisation of strategies and identification of new projects;
- Providing departmental operational and capital budgetary information;
- The preparation and integration of project proposals and sector programmes;

(f) **IDP STEERING COMMITTEE** is responsible for:
- Providing terms of reference for the various planning activities;
- Commissioning of research studies
- Consideration and commenting on:
  - inputs from sub-committee/s, study team and consultants;
  - inputs from provincial sector departments and support providers;
- Processing and summarising documents/ outputs;
- Making content recommendations;
- Preparing, facilitating and documenting meetings.
- Amend and prepare the final document

4.2.2.2 EXTERNAL ROLE PLAYERS

(a) **IDP REPRESENTATIVE FORUM** is responsible for:
- Representing the interests of their constituents in the IDP process;
- Providing an organisational mechanism for discussion, negotiations and decision-making between the stakeholders including municipal government;
- Ensuring communication between all the stakeholder representatives including the municipal government;
- Monitoring the performance of the planning and implementation phase;
- Participating in the process of setting up and monitoring "key performance indicators" in line with the "Performance Management System".

(b) **DISTRICT & LOCAL MUNICIPALITIES** ensure alignment within the District takes place, especially relating to priority issues, disbursement of MIG funding and Local Economic Plans.

(c) **PROVINCIAL GOVERNMENT DEPARTMENTS** serves on the IDP Representative Forum and provide the Municipality with the relevant information regarding funding allocations and project implementation in the Municipalities by the respective Departments

(d) **PLANNING PROFESSIONALS** will only be used when internal capacity is unavailable. They may be used for:
- Guidance
- Facilitation
- Documentation
- Special Studies

CHAPTER 5 SPATIAL ECONOMY AND DEVELOPMENT RATIONALE

5.1 INTRODUCTION

Previous legislation and policies has fundamentally damaged the spatial, social and economic environments in which people live, work, raise their families, and seek to fulfill their aspirations. The Dawid Kruiper Municipality therefore has a critical role to play in rebuilding local communities and environments, as the basis for a democratic, integrated, prosperous and truly non-racial society. To fulfill the developmental duties of local government the municipal Council of the previous //Khara Hais Municipality, approved the Spatial Development Framework to address the challenges face by the citizens of the municipality. Since then the previous Mier – and //Khara Hais Municipality amalgamated to form the new Dawid Kruiper Municipality. As the previous Mier Municipality had no approved SDF, a process for the development of a SDF for the newly established Dawid Kruiper Municipality has now commenced and will be completed in the 3rd Quarter of the 2017/2018 financial year (Januaury – March 2018).

5.2 SPATIAL DEVELOPMENT FRAMEWORK

5.2.1 TERMS OF REFERENCE OF SDF

The overarching objectives of the SDF, as stipulated by the Municipality, is to facilitate sustainable development (i.e. a balanced relationship between economic efficiency, human well-being and environmental integrity) throughout the area of jurisdiction and to ensure integration of development processes.

A key requirement was that the SDF must be aligned with all relevant national, provincial, regional and SDFs of neighbouring municipalities. The main purpose in this regard was to promote social, economic, and environmental sustainability in an integrated and holistic manner and in accordance with the applicable legislation, policy and protocols. Subsequently the SDF has to create conditions that facilitate economic benefit through the promotion of the comparative and competitive

economic advantages of the Municipality. The SDF stipulates puts forward strategies to achieve this objective.

The terms of reference include the following key components together with all other matters related thereto:

a) Consultation with all stakeholders, the objective being to obtain the endorsement of the SDF by such stakeholders.

b) **Revision of the 2010 SDF, the purpose of which included the following:**
(i) Refining the land use approach adopted by the Municipality in terms of the original

SDF which gives effect to a 'developmental state' as promulgated by inter alia the South African Constitution and the draft Northern Cape PSDF.

(ii) Aligning the SDF with the Spatial Planning and Land Use Management Bill.

(iii) Enhancing the integrity of the environment

(iv) Ensuring a balance between employment growth and transportation accessibility, by locating residents close to employment opportunities and concentrating employment opportunities in areas well served by transportation.

(v) Ensuring that the Municipality functions in compliance with the Northern Cape

Provincial Growth and Development Strategy and the National Spatial Development Perspective.

(vi) Ensuring the sustainable use of natural resources, including high potential agriculture land and renewable energy.

(vii) Establishing directions of growth within the Municipality.

(viii) Identifying areas for future housing settlements throughout the Municipality.

(ix) Identifying locations within the Municipality for economic activities as well as the types of development to be located within these areas.

(x) Optimizing infrastructure investment spending within the Municipality.

(xi) Promoting economic growth through public/private/community partnerships.

(xii) Promoting the adoption of bioregional planning principles throughout the Municipality.

(xiii) Promoting the formulation and implementation of municipal strategies to promote sustainable development.

(xiv) Promoting the use of low-potential agricultural land in a manner that supports socio-economic growth and environmental rehabilitation.

(xv) Promoting tourism as a viable economic sector.

(xvi) Providing strategic, indicative and flexible forward planning guidelines to direct planning and decisions on land development within the Municipality.

The SDF aims to contribute towards the achievement of sustainable development. It therefore addresses the challenge to balance the 'triple bottom line' imperatives of economic efficiency, human well-being **and environmental integrity.**

5.2.2 FUNDAMENTAL PRINCIPLES OF THE CURRENT DAWID KRUIPER SDF

The SDF is based on fundamental principles derived from applicable government policy and legislation such as the National Environmental Management Act 107 of 1998 (NEMA). These principles will also guide the implementation of the SDF and future decision-making related todevelopment and land-use.

a) Capacity building and education: All people of the Municipality must have the opportunity to develop the understanding, skills and capacity for effective participation in achievingsustainable development.

b) Consider all alternatives: Considering all possibilities and results in decision-making.
   i. Development and environmental planning, problem solving and decision-making are often complex. Possible consequences of conflicting interest, as well as the consequences of not acting need careful consideration.

c) Co-ordination: Various concerns and issues cut across the key sectors and functions in the Municipality. Therefore, sustainability, integrated planning and management depend on co-ordination and integration of all sectors of society.

d) Due process: Due process must be applied in all integrated management activities. This includes adherence to the provisions in the statutes dealing with just administration and public participation in regional and local governance.

e) Duty of care: Every person or organisation has a duty to act with due care to avoid damage to others, or to the environment. This is referred to as the Environmental Responsibility Principle.

f) Equity: There should be equitable access to natural resources, benefits and services to meet basic needs and ensure human well-being. Each generation has a duty to avoid impairing the ability of future generations to ensure their well-being.

g) Environmental justice: To comply with the requirements of environmental justice, the SDF must integrate environmental considerations with social, political, and economic justice in addressing the needs and rights of all communities, sectors and individuals.
h) Good governance: Good governance depends on mutual trust and reciprocal relations between the various groups and sectors of the Municipality. This must be based on the fulfilment of constitutional, legislative and executive obligations, and the maintenance of transparency and accountability.

i) Inclusivity: Integrated management processes must consider the interests, needs and values of all I&APs in decision-making to ensure sustainable development.

j) Using traditional knowledge: This includes recognising all forms of knowledge, including traditional and ordinary knowledge.

k) Precaution: The SDF promotes a risk averse and cautious approach that recognises the limits of current knowledge regarding the consequences of decisions or actions.

l) Waste management: Waste management must minimise and avoid the creation of waste at the source. The SDF must encourage waste recycling, separation at source and safe disposal of unavoidable waste.

5.2.3 BIOREGIONAL PLANNING APPROACH FOLLOWED IN PREPARATION OF SDF IN ORDER TO ENSURE THE INCLUSION OF SUSTAINABLE ENVIRONMENTAL PRINCIPLES IN THE PLANNING PROCESSES

International experience has shown that biodiversity conservation is a prerequisite for sustainable development, and that for biodiversity conservation to succeed, the maintenance of environmental integrity (as defined by ecological, economic and social criteria) must be one of theprimary determinants of bioregional delimitation and land-use planning. This view has, during the past decade, evolved into a planning and management approach generally known as bioregional planning, which is increasingly being employed as a management system by, amongst others, United Nations Environmental Program (UNEP) and the World Resource Institute (WRI) to promote sustainable development practices world-wide.
Bioregional planning is defined as 'planning and land management that promote sustainable development by recognising the need for a balanced relationship between environmental integrity, human well-being and economic efficiency, and to give effect and recognition thereto, within a specific geographical area, the boundaries of which were determined in accordance with environmental and social criteria' (Manual for Bioregional Planning in the Western Cape, PGWC (2003).

In practical terms, bioregional planning refers to the 'matching' of human settlement and landuse patterns with the parameters of ecological systems, and the planning, design and development of the human-made environment within these parameters in a manner that ensures environmental sustainability.

The above definitions imply that the relationship between the three imperatives for sustainable development, namely environmental integrity, human-well-being and economic efficiency should be recognised in a balanced and integrated manner in the context of a specific place, and never as stand-alone issues in general terms.

In this regard, bioregional planning implies an integrative concept, one that amalgamates the learning and perspectives of several similar concepts, such as ecosystem management and biosphere reserve planning. It is 'an organised process that enables people to work together, think carefully about the potential and problems of their region, set goals and objectives, define activities, implement projects, take actions agreed upon by the communities, evaluate progress and refine their approach' (Miller, 1996).

Bioregional planning requires a value shift away from the sectoral nature of institutions (i.e. where environmental issues are dealt with by environmentalists, economic issues by economists, and social issues by social scientists), to an all-embracing approach where the sustainable development challenge is addressed in an integrated and holistic manner.

Bioregional planning is designed to maximise the likelihood that protected area systems will collectively sample biodiversity. It is a flexible decision support framework for assessing the best resolution to resolve inter-sectoral conflicts over the use of land and sea, and it provides guidance regarding integrative local government planning and community group projects.

Bioregional planning provides an essential tool in bridging the divide between conservation and development tension. The application of this approach strengthens the planner's ability to incorporate sustainable development practices in the planning process.

BIOREGIONAL PLANNING IS FURTHERMORE CHARACTERISED BY THE FOLLOWING (MILLER, 1996):

a) Adaptive management: Bioregional programs are operated on an experimental basis, from which lessons may be drawn from experience to respond appropriately.

b) Biotic viability: Bioregional management programs embrace regions large enough to include the habitats and ecosystem functions and processes needed to make biotic communities and populations ecologically viable in the long-term. These regions must be able to accommodate migratory patterns, anticipate nature's time cycles and absorb the impacts of global change.

c) Co-operative skills development: Communities and public and private organisations, together, must locate and mobilise the skills, knowledge, and information needed to manage the area.

d) Economic sustainability: The maintenance of livelihoods and the economic wellbeing of people living and working within the bioregion, including those in industry, and especially in the matrix, must be encouraged.

e) Full involvement of stakeholders: All parties who can affect or benefit from the resources in the region should be fully involved in planning and managing the bioregional program. Of primary importance in this regard, is building the local capacity to participate in, negotiate, and perform the various tasks involved.

f) Institutional integration: Alliances between institutions are to be forged to close gaps, minimise overlap and make management and investment in the region more efficient.

g) International co-operation: Because some ecosystems cross international boundaries and, in some cases, extend globally along animal migration routes or along venues where endangered species are traded, international co-operation agreements for debate, and mechanisms for joint research, information management and investments must be part of the biodiversity management program. The MAB Program is particularly suited to this purpose.

h) Leadership and management: The leadership to establish bioregional programs may come from public agencies, or from the community of residents and resource users. The tasks of convening stakeholders, preparing and negotiating vision statements, and planning and implementing agreed-upon activities can be shared co-operatively between public and private entities, or be fully community based.

i) Reliable and comprehensive information: All stakeholders must have at their disposal the critical information needed to facilitate biodiversity management. GIS technology is to be used to help stakeholders envision their region and its distinctive features clearly. GIS will help them to model options and scenarios for the future. This bioregional information system (BIS) program assembles a comprehensive and ecosystem-level GIS consisting of biophysical, social, economic, and cultural databases.

j) Research and monitoring: Research and inquiries should focus on people-environment interactions, the development of innovative methods for

managing natural resources, and the long-term monitoring of environmental factors and the impact of management practices.

k) Restoration: Where the viability of some habitats or ecological functions has been impaired upon through excessive or inappropriate use, these areas are to be rehabilitated.

l) Social acceptance: Any proposals for changes in the way of life and livelihoods of the residents and local peoples, including indigenous communities, need to be acceptable to them. All stakeholders warrant the opportunity to participate in program management and implementation.

m) Structure of interrelated cores, corridors and matrices: These programs include core nature areas that feature representative samples of the region's characteristic biodiversity. Ideally such sites, which may already be designated as protected areas, should be linked by corridors of natural or restored natural plant cover to permit migration and adaptation to global change. Both the core sites and corridors should be nested within a matrix of mixedland uses and ownership patterns.

n) Use of knowledge: Scientific, local and traditional knowledge should be employed in planning and management activities. Biology, anthropology, economics, engineering and other related fields are to be tapped. Such knowledge helps stakeholders and program managers to anticipate nature's long and short cycles and to track global change.

5.2.4 CREATING A FRAMEWORK FOR BIOREGIONAL PLANNING

The Global Biodiversity Strategy puts forward fundamental objectives and supporting actions to establish a framework for bioregional planning and management. **These objectives strive to achieve the following:**

a) Create institutional conditions to promote bioregional planning Bioregional planning and management have clear ecological, economic and social advantages. To achieve the above objective, the IUCN38 proposed the following actions:

(i) Develop new methods and mechanisms at bioregional level for participation in the planning process and for the resolution of conflicts.
(ii) Give all communities the means to 'have a say' in the management and distribution of the region's resources.
(iii) Establish inter-sectoral and inter-agency task forces to facilitate bioregional planning.

b) Incorporate biodiversity into the management of all biological resources The mix of species in an ecosystem enables that system both to provide a flow of ecosystem services under given environmental conditions, and to maintain that flow if environmental conditions change. The loss of biodiversity therefore limits the resilience of the affected ecosystem, which in turn, may have direct negative economic implications.

c) Support bioregional conservation initiatives in the private sector The bioregional planning approach requires that conservation on private land becomes an integral part of the strategy. This, in turn, requires that forward planning must be done on a holistic bioregional basis. Environmental health is the key to sustainable development. The primary threat to environmental health is fragmentation of community-supporting ecosystems. Fragmentation generally leads to a cycle of environmental degradation, which subsequently influences the well-being of the dependent communities.

5.2.5 BIOREGIONAL AND EVIRONMENTAL PLANNING IN THE CURRENT DAWID KRUIPER SDF

5.2.5.1 LAND-USE CLASSIFICATION APPROACH

A fundamental phase of bioregional planning is to undertake appropriate land-use classification for the planning area in accordance with a classification system that is based upon a structure of interrelated cores, corridors and matrices. It was,

subsequently directed by Dawid Kruiper Municipality that UNESCO's biosphere reserve designation model be adopted as a basis for such land-use classification.

In terms of this model, the classification system is to include core nature areas that feature representative samples of the region's characteristic biodiversity. Ideally such sites, which may already be designated as protected areas, should be linked by corridors of natural or restored natural plant cover to permit migration and adaptation to global change. Both the core sites and corridors should be nested within a matrix of mixed land uses and ownership patterns. The figure below illustrates the practical implementation of the land-use classification system adopted for Dawid Kruiper.

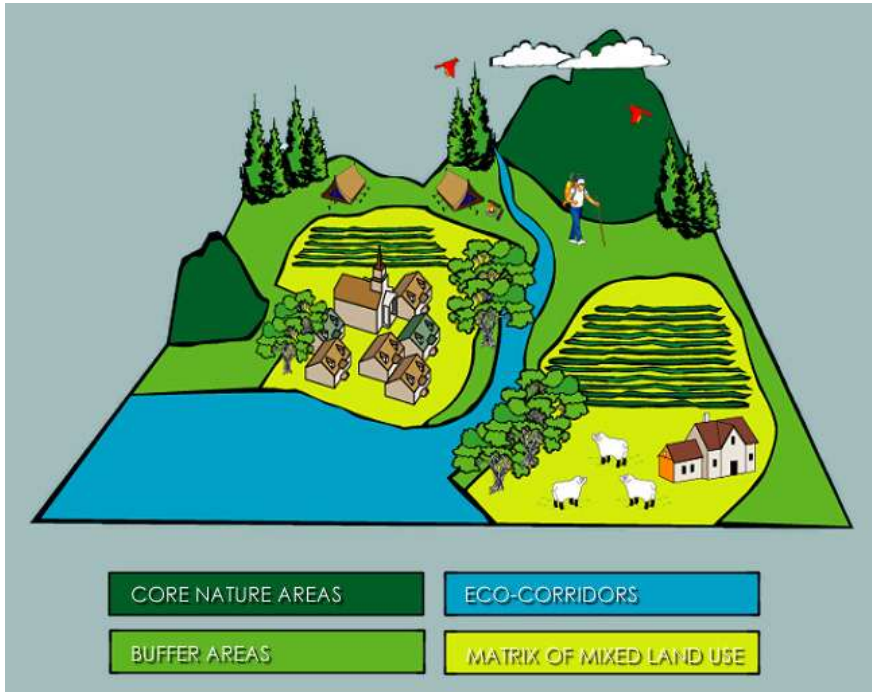


Figure 1: Land-use classification based on a structure of interrelated cores, corridors and matrices.

SPATIAL PLANNING CATEGORIES: A MECHANISM FOR LAND-USE CLASSIFICATION

In order to apply the biosphere reserve designation principles in Dawid Kruiper, a set of Spatial Planning Categories (SPCs) was developed. These SPCs are generally consistent with UNESCO's MaB Program and include all land zonings that are provided for under the existing Zoning Scheme Regulations.

A total of six SPCs has been provided for (refer to the table on the following page). In addition, a number of Sub-Categories have been created for the purpose of refining the designation process.

CATEGORY DESCRIPTION CLASSIFICATION CRITERIA & PURPOSE CATEGORY A DESIGNATED CORE

CONSERVATION AREA

a) Areas of high conservation importance to be protected from development.

b) Generally only non-consumptive land-uses39 allowed conditionally.

CATEGORY B BUFFER AREA

a) Areas that serve as a buffer between Category A and Category C areas.

b) Providing an appropriate interim classification for conservation-worthy areas that do not have statutory protection, including ecological corridors and areas worthy of rehabilitation.

c) Appropriate sustainable development and non-consumptive landuses may be allowed conditionally.

CATEGORY C

Agricultural areas Rural areas where extensive and intensive agriculture is practiced.

CATEGORY D
Urban-related areas Areas accommodating a broad spectrum of urban-related developmentand associated services and infrastructure.

CATEGORY E
Industrial areas: Areas accommodating industrial activities and associated infrastructure and where very high intensity of human activity and consumptive land use occur.

CATEGORY F
Surface infrastructure and buildings: All surface infrastructure and buildings not catered for in the above categories, including roads, railway lines, power lines, communication structures, etc.

Note: Chapter 4 of Volume 2 of the SDF provides a comprehensive description of the SPCs and Sub-Categories, and illustrates how these were applied in the land use classification of Dawid Kruiper.

5.2.6 MUNICIPAL MANAGEMENT IN TERMS OF BIOREGIONAL PRINCIPLES

From the perspective of promoting sustainable development and biodiversity conservation through integrating development and conservation, it is especially important to consider municipal planning and management in the context of the integrative relationship between ecological processes and the needs and perceptions of local communities. This integrative relationship is referred to as bioregional management in the Global Biodiversity Strategy (WRI, 1992).

To successfully implement bioregional management, the following challenges need to be addressed (Miller, 1996):

- Create the capacity to manage complex and integrated programs.
- Involve stakeholders in a meaningful manner.
- Develop and link established institutions, or if needed, create new ones.

A list of bioregional management guidelines to be adopted by the Municipality is provided in Volume 3 of the SDF.

5.2.7 PLANNING AND IMPLEMENTATION CONTEXT (See also Section E of SDF Volume 1)

SECTION SYNOPSIS
This section describes the legislative context within which the Dawid Kruiper SDF was repared, including reference to the international and national obligations and protocols of which South Africa is a signatory.

PLANNING CONTEXT
Dawid Kruiper Municipality recognises that one of the critical determinants of the success of development planning is the extent to which all spheres of government co-operate and coordinate their activities.

In this regard, the Municipality gives effect to the requirement that development planning should be undertaken within the context of five distinct levels, namely the international level, national level, provincial level, district level and the local level.

INTERNATIONAL LEVEL
- UNESCO'S Man and the Biosphere Program
- Agenda 21
- Convention on Biological Diversity
- United Nations Millennium Development Goals
- NEPAD

NATIONAL LEVEL
- South African Constitution
- Local Agenda 21
- Legislation
- Policy

PROVINCIAL LEVEL
- Legislation
- Policy
- Northern Cape Growth and Development Strategy

DISTRICT LEVEL

- ZF Mgcawu District Municipality Idp
- ZF Mgcawu District Municipality EMF

LOCAL LEVEL

- Dawid Kruiper Municipality IDP
- Dawid Kruiper Municipality SDF

5.3 INTERNATIONAL PROGRAMS AND CONVENTIONS TAKEN INTO ACCOUNT IN THE DEVELOPMENT OF THE CURRENT DAWID KRUIPER SDF

5.3.1 UNESCO'S MAN AND THE BIOSPHERE PROGRAM

In terms of the project brief, this spatial development framework is to provide strategies that will promote sustainable development in the Municipality (refer to Section F below). It is generally accepted that UNESCO's MAB Program provides an ideal framework for achieving this objective.

The MAB Program is a global program of international scientific co-operation, dealing with people environment interactions over the entire realm of bioclimatic and geographic situations of the biosphere. Research under the MAB Program was designed to solve practical problems of resource management, and aims to fill gaps in the understanding of the structure and function of ecosystems, and of the impact of different types of human interaction. Key ingredients in the MAB Program are the involvement of decision-makers and local people in research projects, training and demonstration at the field level, and the bringing together of disciplines from the social, biological and physical sciences in addressing complex environmental problems (Miller,1996).
The MaB program is supported by a host of institutions that could lend financial and/or logistical support.

5.3.2 AGENDA 21

Agenda 21 is an international program, adopted by more than 178 governments, to put sustainable development into practice around the world. It emerged from the United Nations Conference on Environment and Development (UNCED) held in Rio de Janeiro in 1992.

The South African government and, subsequently, local governments such as Dawid Kruiper are obliged to implement the Agenda 21 agreements, which reflect global consensus and political commitment on developmental and environmental cooperation.

Underlying the UNCED agreements is the realisation that the international world cannot continue with present policies, which increase poverty, hunger, sickness and illiteracy and cause continuing deterioration of ecosystems on which life on earth depends.

The government recognises Agenda 21 as the fundamental program of action for achieving sustainable development. Agenda 21 provides a broad overview of issues pertaining to sustainable development, including statements on the basis for action, objectives, recommended activities and the means of implementation.

In the process of transforming the South African society, the South African Government stated as one of its priorities that the government 'must ensure that all South African citizens, present and future, have the right to a decent quality of life through the sustainable use of resources'. It is also stated that 'environmental considerations must be built into every decision' and that current legislation should be revised 'with a view to establishing an effective system of environmental management' in South Africa. The underlying principle of sustainability is not only recognised as a priority by the South African Government, but also internationally by way of Agenda 21.

OF PARTICULAR RELEVANCE TO THE FORMULATION OF THIS SPATIAL DEVELOPMENT FRAMEWORK, ARE THE FOLLOWING PRINCIPLES OF AGENDA 21

(A) INTEGRATED APPROACH TO THE PLANNING AND MANAGEMENT OF LAND RESOURCES

The broad objective of this program is to facilitate the allocation of land-uses to the uses that provide the greatest sustainable benefits and to promote sustainable and integrated management of land resources. In so doing, environmental, social and economic issues should be taken into consideration. Protected areas, private property rights, the rights of indigenous people and their communities as well as other local communities should be taken into account.

(B) PROMOTING SUSTAINABLE HUMAN SETTLEMENT DEVELOPMENT

It is expected that about half the world's population is living in cities. The urbanisation of society is part of the development process and on a global scale cities generate 60 percent of gross national product.
In industrialised countries, the consumption patterns of cities are severely stressing the global ecosystem, while settlements in the developing world need more raw material, energy, and economic development simply to overcome basic economic and social problems.

THIS IMPLIES, INTER ALIA, THE FOLLOWING

a) Providing adequate shelter for all, especially for rapidly growing populations.
b) Improving human settlement management to ensure sustainability of all urban settlements.
c) Promoting sustainable land-use through environmentally sound planning and management.
d) Promoting the integrated provision of services, such as water, sewage, stormwater and solid waste management.

(C) INTEGRATING ENVIRONMENT AND DEVELOPMENT IN DECISION-MAKING

Countries can no longer afford to make decisions concerning developmental issues, without taking the environment into account. Changes are needed in the institutional structures of government to enable more systemic consideration of the environment when decisions are made on, amongst others, land-use, conservation, economic, social, agriculture, transportation and other policies.

Governments should also strengthen national institutional capacity and capability to integrate social, economic and environmental issues at all levels of developmental decision-making and implementation. Attention should also be given to moving away from narrow sectoral approaches and progressing towards full cross-sectoral co-ordination and co-operation.

THIS IMPLIES THE FOLLOWING

(i) Integrating environment and development at the policy, planning and management levels, with the objective of improving, or restructuring, the decision-making process.
(ii) Providing an effective regulatory framework, with the main objective to promote the integration of environment and development policies through appropriate legal and regulatory policies, instruments and enforcement mechanisms at the national, provincial and local levels.
(iii) Making effective use of economic instruments and other incentives, by:
− Incorporating environmental costs into the decisions of producers and consumers, and not to pass these costs onto society in general or to future generations.
− Moving towards integrating social and environmental costs into economic activities so that prices will appropriately reflect the relative scarcity and total value of resources (water and electricity as examples) and contribute to the prevention of environmental degradation.

− Including the use of market principles in providing economic instruments (e.g. the establishment of an environmental trust fund) and policies to pursue development.

(D) ESTABLISHING SYSTEMS FOR INTEGRATED ENVIRONMENTAL MANAGEMENT AND AUDITING

This principle includes the use of IEM procedures, which include the implementation of environmental management systems, monitoring and auditing in all development and conservation initiatives. South Africa is one of the global partners of Agenda 21, which calls on governments to adopt national strategies for sustainable development. The onus of implementing the key objective of Agenda 21 that of sustainable development has been placed clearly on local governments and its constituent communities. The real roots of Agenda 21's success therefore lie at the micro, local level, all of which are addressed through the Local Agenda 21, which is described below.

5.3.3 LOCAL AGENDA 21

As described above, the South African government is a signature to the Agenda 21 agreement. The Local Agenda 21 was developed as a result of South Africa's obligation towards the international Agenda 21 agreement, and is defined as a local-government-lead, community-wide, and participatory effort to establish a comprehensive action strategy for environmental protection, economic prosperity and community well-being in the local jurisdiction or area. This requires the integration of planning and actions across economic, social and environmental spheres. Key elements are community participation, assessment of current conditions, target setting for achieving specific goals, monitoring and reporting (Department of Environmental Affairs and Tourism, 1998).

The Municipality supports the Local Agenda 21 and aims to give practical effect to, inter alia, the following themes of the Local Agenda 21 through its IDP and this SDF:

a) Promoting sustainable use of resources
b) Preventing pollution
c) Conserving biodiversity
d) Meeting the basic needs of local communities
e) Providing access to the skills, knowledge and information needed to enable people to play a meaningful role in society.
f) Providing opportunities for culture, leisure and recreation to all.
g) Developing human settlements that have appropriate scale and form.
h) Establishing appropriate links with other parts of the world.

THE ABOVE THEMES CAN BE PROMOTED BY GIVING PRACTICAL EFFECT TO THE FOLLOWING SIX KEY ELEMENTS OF THE LOCAL AGENDA 21 (DEAT, 1998)51

(i) Promoting the local authority's own environmental performance.
(ii) Integrating sustainable development aims into the local authority's policies and activities.
(iii) Promoting public awareness and education.
(iv) Consulting and involving interested and affected parties.
(v) Establishing appropriate partnerships.
(vi) Measuring, monitoring and reporting on progress towards sustainability.

5.3.4 CONVENTION ON BIOLOGICAL DIVERSITY

Another international obligation of relevance to the formulation of this spatial development framework entails the implementation of the Convention on Biological Diversity which was also adopted by more than 178 governments at the UNCED in Rio de Janeiro in 1992.

THE THREE MAIN OBJECTIVES OF THE CONVENTION ARE:

a) The conservation of biodiversity.

b) The sustainable use of biological resources.

c) The fair and equitable sharing of benefits arising from the use of genetic resources.

The conservation of biological diversity on earth is vital, as the essential goods and services depend on the variety and variability of genes, species, populations and ecosystems. Biological resources feed and clothe us, and provide housing,

medicines and spiritual nourishment. The loss of the world's biological diversity continues, mainly from habitat destruction, overutilization of resources, pollution and the inappropriate introduction of foreign plants and animals. This decline in biodiversity is largely caused by humans and represents a serious threat to our development and very survival on earth.

In meeting its international obligations of the Rio Convention, the South African government is required to develop national strategies, plans or programs, or adapt existing ones, to integrate the conservation and sustainable use of biodiversity into sectoral and cross-sectoral plans, programs and policies. To this end, Government has published the National Environmental Management Act 107 of 1998 and the National Environmental Management: Biodiversity Act 10 of 2004.

The vision, mission and principles guiding a biodiversity strategy for South Africa and therefore, Dawid Kruiper, are described below:

(A) VISION FOR SOUTH AFRICA

A prosperous, environmentally conscious nation, whose people are in harmonious coexistence with the natural environment, and which, derives lasting benefits from the conservation and sustainable use of its biological diversity.

(B) MISSION OF GOVERNMENT

Government will strive to conserve South Africa's biological diversity and to, thereby, maintain ecological processes and systems whilst providing lasting development benefits to the nation through the ecologically sustainable, socially equitable, and economically efficient use of biological resources.

(C) GUIDING PRINCIPLES

In the context of the above vision and mission, the following inter-related principles, amongst others, will guide the application, assessment and further development of the biodiversity policy and strategy:

a) All life forms and ecological systems have intrinsic value.

b) All people and organisations should act with due care to conserve and avoid negative impacts on biodiversity, and to use biological resources sustainably, equitably and efficiently.

c) The benefits derived from the use of South Africa's biological resources are dependent upon such resources being used at a rate within their capacity for renewal, i.e. sustainable use; maintaining the ecological integrity of the natural systems which produce such resources; minimising, or avoiding, the risk or irreversible change induced by humans; adequate investments being made to ensure the conservation and sustainable use of biodiversity; and avoiding or minimising the adverse impacts of the use of non-renewable resources on biodiversity.

d) Benefits arising from the use and development of South Africa's biological resources will be shared in an equitable manner.

e) Decision-makers and users of biological resources will be guided by economic approaches, which assess the full social and environmental costs and benefits of projects, plans and policies that impact upon biodiversity, i.e. undertake environmental audits.

f) Where there is a threat of significant reduction, or loss, of biological diversity but inadequate or inconclusive scientific evidence to prove this, action should be considered to avoid or minimise threats, i.e. adopt the precautionary principle.

g) Interested and affected individuals and groups will have an opportunity to participate in decisions about the ways in which biological resources are conserved and used.

h) The conservation and sustainable use of biodiversity will be integrated strategically at all levels into national, provincial, local and sectoral planning programs, and policy efforts (e.g. forestry, agriculture, fisheries, land reform, industry, education, health, mining, etc.) to implement the goals and objectives of the policy effectively.

5.3.5 UNITED NATIONS MILLENNIUM DEVELOPMENT GOALS

The Millennium Development Goals (MDGs) represent a global partnership that has grown from the commitments and targets established at the world summits of the 1990s. Responding to the world's main development challenges and the calls of civil society, the MDGs promote poverty reduction, education, maternal health, gender equality, and aim at combating child mortality, AIDS and other diseases. Set for the year 2015, the MDGs are an agreed set of goals that can be achieved if all actors work together and do their part. Poor countries have pledged to govern better, and invest in their people through health care and education. Rich countries have pledged to support them through aid, debt relief and fairer trade.

THE UNITED MILLEINIUM DEVELOPMENT GOALS ARE AS FOLLOWS:A) ERADICATE EXTREME POVERTY AND HUNGER

- Reduce by half the proportion of people living on less than a dollar a day.
- Reduce by half the proportion of people who suffer from hunger.

B) ACHIEVE UNIVERSAL PRIMARY EDUCATION

- Ensure that all boys and girls complete a full course of primary education.

C) PROMOTE GENDER EQUALITY AND EMPOWER WOMEN

- Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015.

D) REDUCE CHILD MORTALITY

- Reduce by two thirds the mortality rate among children under five.

E) IMPROVE MATERNAL HEALTH

- Reduce by three quarters the maternal mortality ratio.

F) COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES

- Halt and begin to reverse the spread of HIV/AIDS.
- Halt and begin the reverse the incidence of malaria and other major diseases.

G) ENSURE ENVIRONMENTAL SUSTAINABILITY

- Integrate the principles of sustainable development into country policies and programs, reverse loss of environmental resources.
- Reduce by half the proportion of people without sustainable access to safe drinking water.
- Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020.

H) DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT

- Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory, including a commitment to good governance, development and poverty reduction – nationally and internationally.
- Address the least developed countries' special needs. This includes tariff- and quote-free access for their exports; enhanced debt relief for heavily indebted poor countries; cancellation of official bilateral debt; and more generous official development assistance for countries committed to poverty reduction.

Address the special needs of landlocked and small island developing States.

- Deal comprehensively with developing countries' debt problems through national and international measures to make debt sustainable in the long term.
- In co-operation with pharmaceutical companies, provide access to affordable essential drugs in developing countries.
- In co-operation with the private sector, make available the benefits of new technologies – especially information and communications technologies.

5.3.6 UNITED NATIONS FRAMEWORK CONVENTION ON CLIMATE CHANGE

A Framework Convention on Climate Change emerged from the UNCED held in Rio de Janeiro in 1992. This was signed by 154 governments, including South Africa. The Convention addresses the threat of global climate change by urging governments to reduce the sources of greenhouse gases.

The ultimate objective of the Convention is to stabilise greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous interference with the climate system of the world. One of its first achievements was to establish a national greenhouse gas inventory as a count of greenhouse gas emissions and removals. Accounts must be regularly submitted by signatories of the United Nations Framework Convention on Climate Change.

5.3.7 UNITED NATIONS CONVENTION TO COMBAT DESERTIFICATION

The Convention, the only convention stemming from a direct recommendation of the Agenda 21, was adopted in Paris on 17 June 1994 and entered into force in December 1996. It is the first and internationally legally binding framework set up to address the problem of desertification. The Convention is based on the principles of participation, partnership and decentralisation – the backbone of good governance and sustainable development. It now has 192 country parties to the Convention, making it truly global in reach. It addresses land degradation in arid, semi-arid and dry sub-humid areas of the world.

5.4 NATIONAL CONTEXT

This spatial development framework has been prepared to give practical effect to the intentions of the relevant Acts in terms of, inter alia, the following:

a) Supporting an environmental ethic and the principle of environmental sustainability. The spatial development framework will provide a model for environmental sustainability and will, as such, illustrate the practical implementation of the underlying ethics of the relevant legislation and policy.

b) It will create positive guidelines in terms of which the relevant authorities will, in future, be able to consider development applications in accordance with the relevant legislation.

The primary national statutes that provide the legislative context for the preparation of this spatial development framework are the following:

- **SOUTH AFRICAN CONSTITUTION**
- **DEVELOPMENT FACILITATION ACT**
- **LOCAL GOVERNMENT: MUNICIPAL STRUCTURES ACT**
- **LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT**
- **NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE**
- **SPATIAL PLANNING AND LANDUSE MANAGEMENT ACT**

5.4.1 OTHER ENABLING NATIONAL LEGISLATION, POLICY & STRATEGIES

Below is a summary of the additional national legislation, policy and strategies that provided the legislative framework for the formulation of the Dawid Kruiper SDF:

5.4.1.1 ENABLING NATIONAL LEGISLATION, POLICY AND STRATEGIES CONSERVATION OF AGRICULTURAL RESOURCES ACT 43 OF 1983

This Act provides for control over the use of natural agricultural resources in order to promote the conservation of soil, water resources and vegetation and the combating of weeds and invader plants. Regulations were promulgated in Government Gazette 9238 of 25 May 1984, which provide, inter alia, for the use, control and protection of virgin soil, indigenous vegetation, vleis, marshes, water sponges and watercourses.

5.4.1.2 ENVIRONMENT CONSERVATION ACT 73 OF 1989

Control of littering, pollution, activities which may have a detrimental effect on the environment, combating of noise, control and licensing of waste disposal (landfill) sites, preparation and contents of environmental impact reports. The Act also provides for the declaration and management of any property in private ownership as a Protected Natural Environment (PNE), the control of environmental pollution and for imposing penalties where any provision of the Act is contravened.

5.4.1.3 NATIONAL ENVIRONMENTAL MANAGEMENT ACT 107 OF 1998

THE MAIN AIMS OF THIS ACT ARE, AMONGST OTHERS, THE FOLLOWING:

a) The improvement of environmental management by all levels of government.

b) The strengthening of the enforcement of environmental law by introducing innovative mechanisms to recover clean-up costs.

c) Enhancing public participation by permitting private prosecution.
d) It recognises that all South Africans have the right to an environment that is not harmful to his/her health or well-being and that the State must protect and fulfil the socio-economic and environmental rights of all and strive to meet the basic needs of the previously disadvantaged communities.

5.4.1.4 NATIONAL ENVIRONMENT MANAGEMENT BIODIVERSITY ACT 10 OF 2004

The National Environmental Management: Biodiversity Act 10 of 2004 provides for the management and conservation of South Africa's biodiversity within the framework of NEMA. It provides for:

a) The protection of species and ecosystem that warrant national protection.
b) The sustainable use of indigenous biological resources
c) The fair and equitable sharing of benefits arising from bio-prospecting involving indigenous biologicalresources
d) The establishment of a South African National Biodiversity Institute

5.4.1.5 NATIONAL ENVIRONMENT MANAGEMENT PROTECTED AREAS ACT 57 OF 2003

The objectives of this Act are to, inter alia, provide for the declaration and management of protected areas, to give effect to international agreements on protected areas and to provide for co-operative governance in the declaration and management of protected areas and to provide for the continued existence of South African National Parks. This Act provides for the participation by communities in conservation and its associated benefits, and for co-operative governance in the management of protected areas.

5.4.1.6 NATIONAL HERITAGE RESOURCES ACT 25 OF 1999

The purpose of this Act, which is administered by the South African Heritage Resources Agency, is to preserve and protect the historical and cultural heritage of this country, which includes natural and human-made assets.
This Act provides for the proclamation of National Monuments and the designation of Conservation Areas, on the grounds of their historic, aesthetic or scientific interest. The Act stipulates that the Council must be consulted with respect to the planning of a Conservation Area.

5.4.1.7 NATIONAL WATER ACT, ACT 36 OF 1998

In the National Water Act 36 of 1998, the principles of sustainability and equity are the central tenets that guide the protection, use, development, conservation, management and control water resources. The purpose of the

ACT TAKES THE FOLLOWING FACTORS INTO ACCOUNT, NAMELY:

a) Meeting the basic human needs of present and future generations
b) Promoting equitable access to water
c) Redressing the results of past racial and gender discrimination
d) Promoting the efficient, sustainable and beneficial use of water in the public interest
e) Facilitating social and economic development
f) Providing for growing demand for water use
g) Protecting aquatic and associated ecosystems and their biological diversity
h) Reducing and preventing pollution and degradation of water resources.
i) Meeting international obligations
j) Promoting dam safety
k) Managing floods and droughts

5.4.1.8 DISASTER MANAGEMENT ACT 57 OF 2002

THE DISASTER MANAGEMENT ACT 57 OF 2002 PROVIDES FOR:

a) An integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of

disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery.

b) The establishment of national, provincial and municipal disaster management centres.

c) Disaster management volunteers.

d) Other disaster related matters.

5.4.1.9 MINERAL AND PETROLEUM RESOURCES DEVELOPMENT ACT 28 OF 2002

The Mineral Act 50 of 1991 was repealed and replaced by the Mineral and Petroleum Resources Development Act 28 of 2002 and makes provision for equitable access to and sustainable development of the nations' mineral and petroleum resources. The Act has the following principles:

a) Recognising that minerals and petroleum are non-renewable natural resources.

b) Acknowledging that South Africa's mineral and petroleum resources belong to the nation and that the State is the custodian thereof.

c) Affirming the State's obligation to protect the environment for the benefit of present and future generations, to ensure ecologically sustainable development of mineral and petroleum resources and to promote economic and social development.

d) Recognising the need to promote local and rural development and the social upliftment of communities affected by mining.

e) Reaffirming the State's commitment to reform to bring about equitable access to South Africa's mineral and petroleum resources.

f) Being committed to eradicating all forms of discriminatory practices in the mining and petroleum industries.

g) Considering the State's obligation under the Constitution to take legislative and other measures to redress the results of past racial discrimination.

h) Reaffirming the State's commitment to guaranteeing security of tenure in respect of prospecting and mining operations.

i) Emphasising the need to create an internationally competitive and efficient administrative and regulatory regime.

5.4.1.10 PHYSICAL PLANNING ACT 125 OF 1991

This Act sets out South Africa's planning framework, i.e. regulates the levels at which plans operate, the responsibility for their drafting and implementation and their contents. In terms of this Act, policy and structure plans (SDFs) should promote the orderly development of the area to which they relate for the benefit of all its inhabitants.

5.4.1.11 WHITE PAPER ON AGRICULTURE (DEPT OF AGRICULTURE,1995)

The White Paper (Department of Agriculture, 1995) mandates an agricultural sector characterised by a range of farm sizes that are market directed, with access to agricultural land being broadened through land reform and supported by the provision of appropriate services. Agricultural production is to be based on the sustainable use of natural agricultural and water resources. Of particular relevance to the formulation of the SDF, is the following:

a) Productive agricultural land should be retained for agricultural use.

b) All farmers are to be made aware of and be accountable for the sustainable utilisation of natural agricultural resources.

c) The land-user's responsibility towards the land will include the rehabilitation of mismanaged natural agricultural resources.

5.4.1.12 STRATEGIC PLAN FOR SOUTH AFRICAN AGRICULTURE (2001)

The National Department of Agriculture aims to lead and support sustainable agriculture and promote rural development through: ensuring access to sufficient, safe and nutritious food, eliminating skewed participation, optimising growth, remunerative job opportunities and incomes in the agricultural sector, enhancing the sustainable management of natural agricultural resources and ecological systems, ensuring effective and efficient governance, and ensuring knowledge and information management. The Strategic Plan has the following objectives:

a) Create a common vision for key stakeholders.

b) Design and implement a strategic framework to guide policy and implementation in the future.

c) Address issues undermining investor confidence and the building of better understanding and good social relations.

d) Ensure increased access and participation in the sector through well-designed empowerment processes and programs.

e) Combine, share and optimise the resources and benefits among the partners.

f) Foster global competitiveness, growth and profitability in the sector in order to attract new investment.

g) Ensure sustainable development.

h) Build lasting partnerships among the public, private and community stakeholders and NGOs.

5.4.1.13 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (2013)

This Act builds, amongst other, on the concept of the municipal IDP as provided in the Municipal Systems Act 23 of 2000.

THE PURPOSE OF THE NEW ACT ARE THE FOLLOWING:

To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and land use management system and other kinds of planning: to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework for the monitoring, coordination and review of the spatial planning and land use management system; to provide a framework for policies, principles, norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances; to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications; to provide for the establishment, functions and operations of Municipal Planning Tribunals; to provide for the facilitation and enforcement of land use and development measures; and to provide for matters connected herewith.

White Paper on development & promotion of tourism in South Africa (DEAT, 1996)

The White Paper on Tourism (DEAT, 1996) contains goals, principles and decision-making guidelines for tourism development in South Africa. Of particular relevance to Dawid Kruiper are the principles of:

a) Harnessing the tourism industry to promote the quality of life of all South Africans, mitigating environmental problems and protecting the cultural heritage of the country.

b) Mandatory use of IEM procedures, conducting on-going social and environmental audits and executing environmental management practices for all new tourism projects.

c) Emphasising the diversity of the tourism product of South Africa.

d) Private sector provision of tourism facilities and services at national parks and protected areas.

e) Provision of infrastructure to improve the accessibility and unleash the tourism potential of rural areas, in a manner that minimises environmental impacts.

5.5 PROVINCIAL CONTEXT

THE FOLLOWING ACTS, WHICH WERE TAKEN INTO ACCOUNT DURING THE PREPARATION OF THE SDF, ARE APPLICABLE REGARDING DEVELOPMENT IN THE NORTHERN CAPE PROVINCE, AND ESPECIALLY IN DAWID KRUIPER:

5.5.1 NORTHERN CAPE PLANNING AND DEVELOPMENT ACT

The Northern Cape Planning and Development Act 7 of 1998 provide a single set of procedures and regulations to complement the accelerated development procedures as provided for in the Development Facilitation Act 67 of 1995. The primary objective of the Act is to ensure effective and co- operative planning and land development throughout the Northern Cape. Furthermore, the Act provides a set of principles which will guide the preparation and implementation of integrated land developmental plans, the management of rural and urban land and its development through land-use management mechanisms, subdivisions and matters incidental thereto.

5.5.2 OTHER ENABLING PROVINCIAL LEGISLATION AND POLICY

The following is a list of other provincial legislation and policy that collectively form the legislative framework for the preparation of the //Khara Hais SDF:

5.5.2.1 NORTHERN CAPE NATURE AND ENVIRONMENT CONSERVATION ORDINANCE 19 OF 1974

It was developed to consolidate and amend the laws relating to nature and environmental conservation, and to provide for matters incidental thereto. This Ordinance established the Department of Nature as well as an Environmental Conservation and Advisory Committee. It is also divided to cover nature reserves, miscellaneous conservation measures, protection of wild animals other than fish, and protection of fish, protection of flora and professional hunters and contractors. Under Section 82 of the Ordinance, the Administrator has the power to effect provincial regulations.

5.5.2.2 THE NORTHERN CAPE TOURISM ACT 5 OF 1998

The objectives of the Northern Cape Tourism Act 5 of 1998 are to provide for the establishment of structures to develop, promote and market tourism and develop and operate tourist services in provincial reserves in the Northern Cape within the framework of government policy.

5.6 DISTRICT CONTEXT

5.6.1 ZF MGCAWU DISTRICT MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

The target of the ZF Mgcawu District Municipality Integrated Development Planning (2004) process emphasised the following priorities:

a) To develop a planning system that will promote community participation and encourage participation and partnerships between the government and communities.
b) To set up a framework in the ZF Mgcawu District Municipality whereby the local community, other role-players and interested parties will be given the

opportunity to identify their own needs and issues as well as plan on how it can be implemented.

c) Set up space for a root-level approach that will gather and distribute information from provincial and international development strategies.

d) To set up a balanced framework for local economic growth and to address the local needs for development.

e) To establish a development planning system.

f) To develop a planning system which will link public expenses to development strategies?

g) The area management of the District Municipality and the local community will create goals and priorities.

h) To set up a system framework through which the ZF Mgcawu District Municipality will be kept responsible for the progress regarding goals and objectives.

i) To promote co-operation and co-ordination on national and provincial level between the ZF Mgcawu District Municipality and the government departments.
The following priority aspects have been listed for Dawid Kruiper Municipality in the ZF Mgcawu District Municipality IDP namely:
• Town planning
• Roads
• Storm water
• Water networks
• Sewerage networks
• Electricity services
• Parks and recreation
• Protection services
• Housing
• Economic development
• Social services
• Tourism/appearance of the town
• Health & Corporate services

5.6.1.2 ZF MGCAWU DISTRIT MUNICIPALITY ENVIRONMENTAL MANAGEMENT FRAMEWORK

The Department of Environmental Affairs and Tourism (DEAT), the Northern Cape Department of Tourism, Environment and Conservation and ZF Mgcawu District Municipality decided to jointly draft an Environmental Management Framework (EMF) for the ZF Mgcawu District Municipality to ensure that future development in the area occurs in a manner that is appropriate to the unique features and character of the area.

The purpose of the EMF (August 2007) is to integrate municipal and provincial decision-making and align different government mandates in a way that will put the area on a sustainable development path. The specific objectives of the EMF include:

a) The provision of strategic guidance in the EMF area.
b) Assisting in the identification of 'identified geographical areas' in terms of NEMA.
c) Assisting in the identification of 'specified activities within 'identified geographical areas' in terms of NEMA.
d) The provision of a decision support system.

5.7 LOCAL CONTEXT

5.7.1 DAWID KRUIPER MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

During the preparation of this SDF the IDPs for 2004, 2005, 2006 and 2007 were consulted.

According to the Dawid Kruiper IDP (2017) the municipal vision and mission statements are the following:

IDP VISION

To provide an affordable quality service to Dawid Kruiper and its visitors and to execute the policies.

IDP MISSION

As an authority that delivers municipal services to Dawid Kruiper, we attempt by means of a motivated staff, to develop Dawid Kruiper increasingly as a pleasant, safe and affordable living and workplace for its residents and a hospitable and relaxed visiting place for its visitors.

The purpose of the IDP for Dawid Kruiper is as follows (Dawid Kruiper IDP, 2017/2018):

a) To create a framework within which the local community and other role players, i.e. the Dawid Kruiper, other Local Development forums and other interested parties and communities, identify their own development needs and plan how these will be given effect.

b) To establish a balanced framework for local economic growth and the addressing of local development needs.

c) To create space for the exchanging of information between the community and the local, provincial and national authorities and development strategies.

d) To develop a planning system that will promote community involvement and will encourage participation and partnership between the government and the community through implementation and land development objectives.

e) To develop a planning system that links public expenses to sustainable development strategies. Attainable aims and priorities will be established by Dawid Kruiper Municipality and the local community.

f) To create a planning system that links spatial and developmental planning.

g) To create a system framework through which Dawid Kruiper Municipality can be held responsible for progress in terms of aims and objectives.

h) To start a practical process of integrated development planning.

i) To promote co-operation and co-ordination between Dawid Kruiper and government departments on provincial and national levels.

j) To ensure the speedy execution of programs and projects that are related to the Reconstruction and Development Project (RDP).

k) To establish co-operation and co-ordination with neighbouring municipalities as well as the district Municipality.

5.7.2 VISION, GOALS, OBJECTIVES FOR PROMOTION OF SUSTAINABLE DEVELOPMENT AS INCLUDED IN THE Dawid Kruiper SDF:

VISION, GOALS AND OBJECTIVES

The studies that have been undertaken during the preparation of this document confirmed the following:

a) Dawid Kruiper comprises unique natural, cultural, social and economic attributes that justify its status as a national asset.

b) The natural environment and its resources of the Municipality are sensitive and susceptibleto over-exploitation or inappropriate use.

c) There is a substantial need for social upliftment and community development.

d) Priority subsequently should be given to issues such as;
   a. sustainable use of public resources, such as vacant land;
   b. rural development;
   c. land reform;
   d. social integration;
   e. environmental conservation;
   f. economic development;
   g. expansion of the manufacturing sector; and
   h. development of the proposed SEZ.

e) There is a general lack of co-ordination of development and land use on a bioregional level, which emphasises the need for an integrated planning framework, within which government, community, corporate, and other private interests, would share responsibility for co-ordinating land-use planning for both public and private land; and for defining and implementing development options that would ensure that human needs are met in a sustainable way.

f) In order to address the above aspects, a broad vision, goals and objectives have been formulated in collaboration with the communities and other key stakeholders consulted during the preparation of the SDF.

g) As described in Chapter 14, the SDF was prepared in context and in compliance with international agreements, protocols and obligations. Subsequently, in order to balance the socio-economic aspirations of Dawid Kruiper Municipality with the use of the natural environment and its community-supporting resources, the overriding mission of the IUCN55 was adopted as a fundamental guideline in the preparation of this document, namely: 'The maintenance of essential ecological processes, the preservation of genetic diversity and the insurance of the sustainable utilisation of species and ecosystems that can only be achieved by the conservation of essential habitats and not individual species; and, the management of human use of the biosphere so that it may yield the greatest sustainable benefit to present generations, while maintaining its potential to meet the needs and aspirations of future generations' (IUCN, 1980)56.

h) Additional fundamental guidance for the preparation of the SDF was provided by the discussion document of the Department of Environmental Affairs and Tourism entitled 'Towards a New Environmental Policy for South Africa' (1996). In particular, reference is made to the statement that 'in the process of transforming the South African society, the South African

Government of national unity states as one of its priorities, that the government must ensure that all South African citizens, present and future, have the right to a decent quality of life through the sustainable use of resources. It also states that environmental considerations must be built into every decision and that current legislation should be revised with a view to establishing an effective system of environmental management in South Africa. The underlying principle of sustainable development is not only recognised as a priority by the South African Government, but also internationally in Agenda 21'.

VISION FOR DAWID KRUIPER

Based upon the above visionary statements, the following vision was formulated for Dawid Kruiper namely:

VISION

……a self-sustaining ecology with long-term benefit for all inhabitants of Dawid Kruiper….

5.7.3 PROMOTION OF SUSTAINABLE DEVELOPMENT – THE OVERARCHING GOAL OF THE SDF

As stated in the project brief, the primary aim of the SDF is to 'promote sustainable development in Dawid Kruiper'.

Sustainable development is defined as 'development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs' (WCED, 1987:8)57.

The IISD58 (1995) highlights two key components with regard to sustainable development, namely the concept of need (in particular, the essential needs of the poor to which overriding priority should be given, and the reality of limitations, imposed by the state of technology and social organisation), and the environment's ability to meet present and future needs.

In the World Conservation Strategy, sustainable development is considered to be a set of tools and strategies, which respond to five broad requirements, namely:

a) Integration of conservation with development.

b) Satisfaction of basic human needs.

c) Achievement of equity and justice.

d) Provision of social self-determination and cultural diversity.

e) Maintenance of ecological integrity.

It is clear that sustainable development will not be achieved by only conserving natural areas. The Global Biodiversity Strategy (IUCN/UNEP/WWF) states that conservation strategies must be aimed at accommodating cultural, economic, and political circumstances at local and regional levels.

Such strategies must, inter alia, be aimed at improving the well-being of local and regional communities through the implementation of conservation strategies.

The IISD (1995) points out that sustainable development occurs at the intersection of three global imperatives and that if these imperatives are not balanced, sustainable development cannot be achieved (refer to Figure Below).

5.7.4 THE DAWID KRUIPER SDF BUILDS ON THE FOLLOWING UNDERSTANDING OF THE THREE GLOBAL IMPERATIVES:

5.7.4.1 HUMAN WELL-BEING

Human well-being refers to both material and spiritual well-being. Material well-being refers to the absence of poverty. Spiritual well-being, in terms of the bioregional planning approach, implies that the bioregion represents a physical and moral space where its inhabitants seek to maintain and improve the continuity of its complex ecology. This, especially, entails creating the conditions for developing the individual to become richly connected to place and to obtain new powers, emotionally, intellectually and physically, so as to enable the individual, as a member of society, to play his or her rightful role in promoting and achieving sustainable development. It is recognised that, in post-apartheid South Africa, special consideration has to be given to address historical inequalities that have undermined human well-being in the past.

5.7.4.2 ENVIRONMENTAL INTEGRITY

Environmental integrity refers to the relative 'wholeness' of the environment. 'Environment' is defined as the aggregate of all external conditions and influences affecting the life of an organism. In particular, 'environment' refers to the surroundings within which humans exist and that are made up of:

a) the land, water and atmosphere of the earth;

b) micro-organisms, plant and animal life;

c) any part or combination of (a) and (b) and the interrelationships among and between them; and

d) the physical, chemical, aesthetic and cultural properties and conditions of the foregoing that influence human health and well-being.

Environmental integrity is determined by the value of the environment or place (natural or human-made), with specific reference to its intrinsic, systemic, and/or instrumental value. The SDF builds on the recognition that the human-made environment is located within and 'contained' by the natural environment. The manner in which human settlements are developed, therefore, has an immense impact on the quality and integrity of the environment as a totality. It is therefore imperative that the human-made environment be planned, designed and developed in a manner that will ensure the maintenance of the values referred to above (i.e. intrinsic, systemic, and/or instrumental value).From a natural environmental perspective, it is clear that ecological integrity is a key factor in the sustainable development equation. Ecological integrity inter alia requires that source and sink thresholds are not exceeded, that biodiversity is protected and essential ecological processes and services (e.g. water yield and quality, soil conservation, decomposition, etc.) are maintained.

5.7.4.3 ECONOMIC EFFICIENCY

Economic efficiency is understood as the optimisation of benefit at the lowest cost for valued things. Efficiency is the balancing criterion between human well-being and environmental integrity as it relates to a level of achievement in a particular performance in the one, to a loss in performance with the other. In terms of the definition and understanding of sustainable development and bioregional planning, efficiency is considered to take place within an economic system.

In view of the fact that efficiency balances the gains among different values, conflict often arises where the level of attainment of efficiency is in question. Efficiency, which balances the gains among different values, can therefore not be considered separately from justice, which balances the gains among persons. Whilst equity is most often considered as an ideal principle of just distribution of goods/benefits among persons, there are many stumbling blocks in society that make pure equity impossible to achieve.

5.7.5 SUSTAINABLE DEVELOPMENT OBJECTIVES

The application and implementation of the concept of sustainable development in the planning area need to be organised in accordance with set principles that will operationalize the vision and goals of Dawid Kruiper. **These principles include the following:**

5.7.5.1 SOCIAL SUSTAINABILITY

This objective refers to the concept of need referred to above and addresses the following:

a) Improve
b) equality of human life, including poverty elimination.
c) Recognise the extent of cultural diversity and respond accordingly.
d) Protect and promote human health through a healthy environment.
e) Implement skills training and capacity enhancement for historically disadvantaged people.

5.7.5.2 ECONOMIC SUSTAINABILITY

Effort must be made to achieve the following:

a) Ensure that new development promote qualitative urban integration, affordable housing and densification, in a financially viable manner, without undermining existing property values.
b) Ensure that as a whole, the for- and non-profit projects combine into a financially viable local economy that benefits all stakeholders, including shareholders, employees, the community, and partners.
c) Promote employment creation and, where practically possible, labour intensive construction.
d) Enhance competitiveness within the context of the promotion of policies and practices that advance environmental sustainability.
e) Invest some of the proceeds from the use of non-renewable resources in social and human-made capital, to maintain the capacity to meet the needs of future generations.
f) Protect and enhance the property and investments of all inhabitants.

5.7.5.3 BIOPHYSICAL SUSTAINABILITY

In Dawid Kruiper there will be the presumption in favour of conservation and a premium will be placed on the conservation of natural resources, wildlife and landscape. Materials for new development should, for example, be obtained from sustainable sources and in the design of buildings, the use of energy consumption will be minimised.

In addition, the following principles will be incorporated into the planning and management of the development:

a) Minimise use of the four generic resources, namely energy, water, land and materials.
b) Maximise resource re-use and/or recycling.
c) Use renewable resources in preference to non-renewable resources.
d) Minimise air, land and water pollution.
e) Create a healthy, non-toxic environment.
f) Maintain and restore the Earth's vitality and ecological diversity.

g) Minimise damage to sensitive landscapes, including scenic, cultural, historical, and architectural aspects.

5.7.5.4 TECHNICAL SUSTAINABILITY

A primary aim of this SDF is to create a qualitative cultural environment, which is 'in *harmony' with the natural environment* that 'contains' it. The following objectives are set in this regard:

a) Construct durable, reliable and functional structures.
b) Pursue quality in creating the built environment.
c) Use serviceability to promote sustainable construction.

5.7.6 ROLE OF THE MUNICIPALITY IN PROMOTING SUSTAINABLE DEVELOPMENT

It is recognised that the Municipality plays a vital role in fostering sustainable development. The policies, programs and practices adopted and promoted by the Municipality are inter alia aimed at enhancing the efficient use of energy, water, sensitive habitats and other environmental resources. In addition, the sustainable development strategies of the Municipality aim to help local businesses reduce costs, generate new business opportunities, create jobs and increase economic competitiveness. It is furthermore recognised that the Municipality can exert tremendous influence on whether its communities adopt more sustainable paths. This involves shifting public resources, services, investments, purchasing power and policies to encourage more economically and environmentally sustainable outcomes. In this regard, the Municipality should fulfil a dynamic and leading role.

5.7.7 SUSTAINABLE DEVELOPMENT THEMES TO BE ADDRESSED

The SDF aims to help build and maintain viable communities within the broad framework of sustainability, which implies 'meeting the needs of the present, without compromising the ability of future generations to meet their needs'.
With regard to strategic proposals relating to sustainable development implementation, the SDF document proposes certain themes and actions required at the level of the household, neighbourhood/community and the town/district.

The detail regarding these themes has been included under Volume 1 of the SDF and gives clear guidance to the municipality in this regard.

5.8 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT

Implementation of the provisions of the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) that affects the Municipal Planning function within Dawid Kruiper Municipality.
The Spatial Planning and Land Use Management Bill was assented by the President on 2 August 2013, and gazetted on 5 August 2013 as the Spatial Planning and Land Use Management Act 16 of 2013. The objective of the Act is to create a coherent regulatory framework for spatial planning and land use management for the entire country that will redress the imbalances of the past and promote social and economic inclusion.
The enactment of SPLUMA has brought 7 (seven) fundamental changes in spatial planning and land use management for Dawid Kruiper, which needs to be addressed. These changes area:

i. Reiteration of the sole mandate of Dawid Kruiper municipality where municipal planning (land development, land use management) is concerned, placing the municipality as an authority of firs instant invalidating parallel mechanism, parallel systems, measures or institution that existed dealing with land development applications;
ii. Development of SDF by all three spheres of government, norms and standards guided by development principles.
iii. Development of Regional Spatial Development Framework;
iv. Development of a single and inclusive land use scheme for the entire municipality with special emphasis to municipal differentiated approach;
v. Establishment and composition of a Municipal Planning Tribunal and deciding on an appeal structure to determine and decide on land development applications;
vi. The significance of intergovernmental support and alignment of authorisations; and
vii. Significance of development charges.

The above 7 (seven) fundamentals of SPLUMA call for a radical change in the manner in which Dawid Kruiper municipality have been performing our spatial planning, land development and land use management duties. SPLUMA provisions include amongst other the following:

a. Establish a Municipal Planning Tribunal.
b. Determine the type of Municipal Planning Appeal structure to be implemented. In the case of Dawid Kruiper Municipality, Council decided to make use of the existing Appeal Structure provided by the Provincial Government, namely the Northern Cape Development Appeal Tribunal which operates under the supervision and administration of the Department of Cooperative Government, Human Settlements and Traditional Affairs (COHGSTA).
c. Categorise development applications, those to be dealt with by the Municipal Planning Tribunal and those to be referred to the authorised official. This aspect have been dealt with in detail within the newly approved Scheme Regulations for Dawid Kruiper Municipality and all powers and functions has been decided and include within the scheme regulations approved by Council.
d. Review of delegations and tariffs associated with land use management and land development processes: (This aspect is being dealt with on an annual basis).
e. A review of the existing capacity, both human and financial, has been undertaken as part of the process.
f. All the Tribunal Members who will serve on the Municipal Planning Tribunal have been appointed and gazetted.
g. A proper and appropriate Land Use Management System has been put in place and is currently 100% functional, as required by SPLUMA.
h. The LUMS component also includes:

- A single Land Use Scheme covering the entire municipal area of jurisdiction;
- A reviewed Spatial Development Framework which is consistent with SPLUMA provisions and;
- Municipal by-laws (scheme regulations) relevant to spatial planning, land use and land development management.

The Requirements SPLUMA places on Dawid Kruiper Municipality can be summarized as follows:

Role Player	Roles and responsibilities	Reference to SPLUMA	Status
Municipal Council	Adopt and Approve SDF	Section 20 (1)	Completed
	Adopt and Approve/Review and monitor LUS	Sect 24 (1) 27 (1)	Completed
	Pass By-laws for enforcing a LUS	Section 32 (1)	In process
	Decided on establishment of Municipal Planning Tribunal	Section 35 (1) 34	Completed
	Appoint members of Mun. Planning Tribunal	Sect 35 & 36	Completed
	Categorise development applications and delegations	Section 35 (3)	Completed
	Give public notice in Prov Gazette and papers	SPLUMA	Completed
	May in place of Exec Authority authorize a body outside the Mun. to assume similar responsibilities	Section 51 (6)	Completed
Muni. Manager	Receive and submit an appeal to Appeal Authority	Section 51 (2)	Completed

Municipal Planning Tribunal	To make municipal land development decisions	Sections 22, 40-50	In place
	Upon application in the prescribed manner may: (a) Change the use, form & function of land; or (b) Remove, amend or suspend a restrictive condition.	Section 41 (1)	In place – awaits implementation of SPLUMA
	Co-opt, appoint or employ the services of technical or other advisers	Section 39 (1)	In place
	May designate at least 3 members of the Tribunal to hear, consider and decide a matter which comes before it	Section 40 (1)	In place
	Must keep records of all its proceedings	Section 40 (5)	In place
	Must provide reasons for decisions taken	Section 40 (6)	In place
	Designate a municipal official or appoint any other person as an inspector to conduct an inspection	Section 48 (2)	In place
Appeals Authority	Must consider the appeal and confirm, vary or revoke the decision	Section 51 (3)	In place
Authorised officials	Access and decide on land development applications Where an authorised official based on nature of development may refer it to the Mun. Planning Tribunal for decision Participate in hearing proceedings when required Record all processes thereof Conclude all activities associated with the land development application including proclamation/promulgation processes	Section 35 (2) and (4)	In place – operational
Municipal Inspectors	To investigate any non-compliance with its land use scheme	Section 32 (3)	In place
	To conduct an inspection required by the Municipal Planning Tribunal	Section 48 (2)	In place

INSTITUTIONAL ARRANGEMENTS

Dawid Kruiper Municipality did an assessment of the implications that the implementation of the new SPLUMA legislation will have on the institution and a report in this regard was tabled to Council for consideration and inclusion in the coming budget process.

5.9 INTEGRATED URBAN DEVELOPMENT FRAMEWORK

In 2009, the number of people living in urban areas surpassed the number living in rural areas, announcing the 21st century as the urban century. The world's attention is on the pivotal role of cities and identifying alternative pathways for urban development that address poverty reduction and sustainable development. South

Africa is firmly in this debate: by 2030, almost three-quarters (71.3%) of the country's population will be living in urban areas. The Integrated Urban Development Framework (IUDF) is government's policy position to guide the future growth and management of urban areas. In the economic history of humanity, urbanisation has always been an accelerator of growth and development, bringing about enormous changes in the spatial distribution of people and resources, and in the use and consumption of land. Supporting policies and frameworks are therefore needed that can leverage the urbanisation process for increased development gains and sustainability. The IUDF responds to the post-2015 Sustainable Development Goals (SDGs), in particular to Goal 11: Making cities and human settlements inclusive, safe, resilient and sustainable. It also builds on various chapters of the National Development Plan (NDP) and extends Chapter 8 'Transforming human settlements and the national space economy' and its vision for urban South Africa:

> By 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements. For this to happen the country must:
> - Clarify and relentlessly pursue a national vision for spatial development;
> - Sharpen the instruments for achieving this vision; and
> - Build the required capabilities in the state and among citizens

The IUDF's overall outcome – spatial transformation – marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable **growth model of *compact*, *connected* and *coordinated* cities and towns**. Informed by this outcome and the NDP's vision for urban South Africa, the IUDF aims to guide the development of inclusive, resilient and liveable urban settlements, while directly addressing the unique conditions and challenges facing South Africa's cities and towns. Importantly, this vision for South Africa's urban areas recognises that the country has different types of cities and towns, each with different roles and requirements. As such, the vision has to be interpreted and pursued in differentiated and locally relevant ways. To achieve this transformative vision, four overall strategic goals are introduced:

i. **Spatial integration:** To forge new spatial forms in settlement, transport, social and economic areas.
ii. **Inclusion and access:** To ensure people have access to social and economic services, opportunities and choices.
iii. **Growth:** To harness urban dynamism for inclusive, sustainable economic growth and development.
iv. **Governance:** To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

These strategic goals inform the priority objectives of the nine policy levers, which are premised on the understanding that (1) integrated urban planning forms the basis for achieving integrated urban development, which follows a specific sequence of urban policy actions: (2) integrated transport that informs (3) targeted investments into integrated human settlements, underpinned by (4) integrated infrastructure network systems and (5) efficient land governance, which all together can trigger (6) economic diversification and inclusion, and (7) empowered communities; all of the above will demand effective (8) governance and (9) financial reform to enable and sustain these policy actions. The levers thus seek to address in combination the structural drivers that maintain the status quo.

Policy lever 1: Integrated urban planning and management

Integrated urban planning is essential for coherent development. It stimulates a more rational organisation and use of urban spaces, guides investments and encourages prudent use of land and natural resources to build sustainable communities.

Cities and towns that are well planned and efficient, and so capture the benefits of productivity and growth, invest in integrated social and economic development, and reduce pollution and carbon emissions, resulting in a sustainable quality of life for all citizens.

Policy lever 2: Integrated transport and mobility

Integrated transport and mobility is a vital component of South Africa's economic infrastructure investment. It contributes to a denser and more efficient urban form,

supports economic and social development, and is crucial for strengthening rural-urban linkages.

Cities and towns where goods and services are transported efficiently, and people can walk, cycle and use different transport modes to access economic opportunities, education institutions, health facilities and places of recreation.

Policy lever 3: Integrated sustainable human settlements
Integrated and sustainable human settlements are key to redressing the prevailing apartheid geography, restructuring cities, shifting ownership profiles and choices, and creating more humane (and environment friendly) and safe living and working conditions.

Cities and towns that are liveable, integrated and multi-functional, in which all settlements are well connected to essential and social services, as well as to areas of work opportunities.

Policy lever 4: Integrated urban infrastructure
An integrated urban infrastructure, which is resource efficient and provides for both universal access and more inclusive economic growth, needs to be extensive and strong enough to meet industrial, commercial and household needs. It should also be planned in a way that supports the development of an efficient and equitable urban form and facilitates access to social and economic opportunities.

Cities and towns that have transitioned from traditional approaches to resource-fficient infrastructure systems, which provide for both universal access and more inclusive economic growth.

Policy lever 5: Efficient land governance and management
Municipalities and private investors both have a vested interest in land value remaining stable and increasing. At the same time, property values reflect apartheid patterns of segregation and mono-functional use, which need to be addressed to promote spatial transformation. Efficient land governance and management will contribute to the growth of inclusive and multi-functional urban spaces.

Cities and towns that grow through investments in land and property, providing income for municipalities, which allows further investments in infrastructure and services, resulting in inclusive, multi-functional urban spaces.

Policy lever 6: Inclusive economic development
The New Growth Path (NGP), which is the backbone of our national economic policy, emphasises the importance of creating employment nationally through specific drivers. These include seizing the potential of new economies through technological innovation, investing in social capital and public services, and focusing on spatial development. Inclusive economic development is essential to creating jobs, generating higher incomes and creating viable communities.

Cities and towns that are dynamic and efficient, foster entrepreneurialism and innovation, sustain livelihoods, enable inclusive economic growth, and generate the tax base needed to sustain and expand public services and amenities.

Policy lever 8: Effective urban governance
The complexities of urban governance include managing the intergovernmental dynamics within the city and relations with the province and neighbouring municipalities. City governments need to manage multiple fiscal, political and accountability tensions in order to fulfil their developmental and growth mandates.

Cities and towns that have the necessary institutional, fiscal and planning capabilities to manage multiple urban stakeholders and intergovernmental relations, in order to build inclusive, resilient and liveable urban spaces.

Policy lever 9: Sustainable finances
Cities work within an intergovernmental fiscal framework and are affected by the decisions and actions taken by provincial and national government. Furthermore, with well-managed revenue and expenditure, cities are able to expand their

resources and gain access to capital markets, allowing them to meet expenditure demands and to achieve greater scale and efficiency when investing in infrastructure

Cities and towns that are supported by a fiscal framework that acknowledges the developmental potential and pressures of urban spaces, manage their finances effectively and efficiently, and are able to access the necessary resources and partnerships for inclusive urban growth.

The nine policy levers are supported by and must be read in conjunction with the crosscutting issues of rural-urban interdependency, urban resilience and urban safety. **Rural-urban interdependency** recognises the need for a more comprehensive, integrated approach to urban development that responds to both the urban and the rural environments. **Urban resilience** – or disaster risk reduction and mitigation interventions in the planning and management of urban areas – and **urban safety**, particularly safety in public spaces, are essential ingredients for creating liveable and prosperous cities.

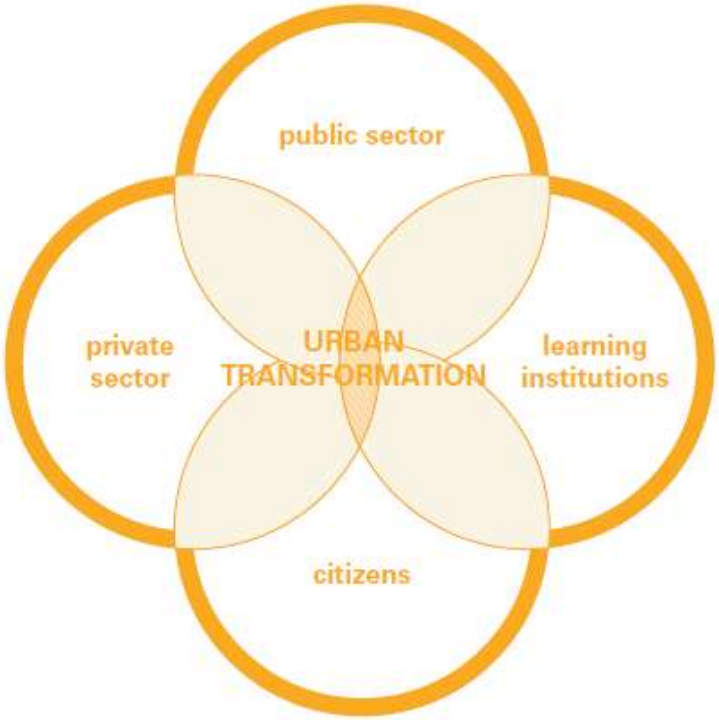
5.9.1 INTEGRATED URBAN DEVELOPMENT FRAMEWORK

The Integrated Urban Development Framework (IUDF) sets out the policy framework for transforming and restructuring South Africa's urban spaces, guided by the vision of creating 'liveable, safe, resource-efficient cities and towns that are socially integrated, economically inclusive and globally competitive, where residents actively participate in urban life'.

To support this vision, the IUDF proposes an urban growth and management model premised on **compact and connected** cities and towns. This will require a highly coordinated, systematic and collaborative approach by the various levels of government, the private sector and civil society, as well as an understanding of the respective roles and responsibilities needed to achieve the common vision of spatial transformation**.** It also calls for leadership and strong political will to oversee and support the implementation of the IUDF.

Cities are made and shaped by a range of actors, including communities, the public and private sectors as well as learning institutions. These actors may operate individually and/or collectively to effect growth and development. Each of the nine policy levers and the cross-cutting issues require the **participation of a number of stakeholders** across all spheres and sectors of government, the private sector, non-profit organisations, local community organisations and sector interest groups. When these various groups collaborate and are driven by the same vision and agenda, the desired urban transformation can be achieved (Figure 1).

FIGURE 1: Stakeholder participation and collaboration

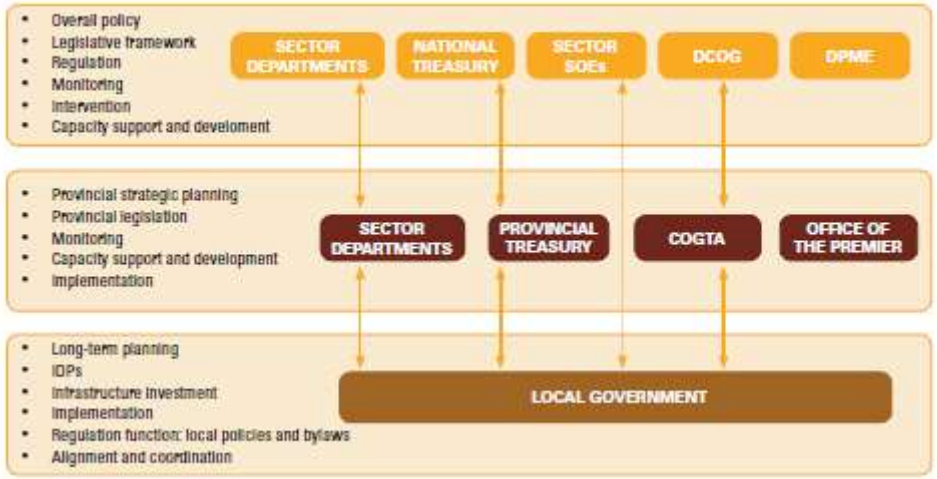


5.9.2 RESPONSIBILITY OF LOCAL GOVERNMENT

Local government is required to consolidate existing and/or develop viable long-term growth and development plan
s, ensuring that each lever is addressed within the municipal area. Municipalities also act in many instances as the primary implementers for services critical for the success of the IUDF. Local spaces are where the developmental objectives are realised, and so municipalities need to align their plans, programmes and budgets to the objectives and priorities of the IUDF, and to coordinate and monitor the progress of any other implementing organisations within their jurisdiction. However, local government can only perform this function effectively if supported by other spheres of government and SOEs. This support includes, among others, being consulted before _ nal decisions are taken about MTEF priorities and strategic infrastructure investments, and identifying certain areas as priority zones for economic development.

Although the three spheres of government will need to perform distinct but interrelated functions, the success of each lever depends on the collaboration and alignment of interventions. Figure 2 summarises the key roles and responsibilities of each sphere of government in implementing the policy levers. It represents the relationships and interdependencies among the various spheres, not a hierarchy. Crucially, it recognises recognises local government's important implementing and integrating role, which other spheres have not always recognised.

FIGURE 2: Lever implementation: roles and responsibilities



CHAPTER 6: STATUS QUO ASSESMENT

6.1 MUNICIPAL OVERVIEW

Dawid Kruiper Municipality is a Local (Category B) Municipality (NC087) located within the ZF Mcgawu District Municipality (DC8). The ZF Mcgawu Municipality is the second largest district (approximately 103 871 km2) in the Northern Cape. The Municipality is approximately 344 446 ha in extent and straddles the Orange River. Upington is the main town of the Dawid Kruiper Municipality and has, since its inception, been the hub of activities in the region. The municipality borders with Namibia in the west, the Kgalagadi-Transfrontier Park in the north and Botswana in the northeast.

The Municipal Area is divided into 16 wards. The Municipal Council of Dawid Kruiper consists of 31 members. Sixteen (16) represents wards and the rest are proportional representatives of political parties. The ruling party in Council is the ANC.

GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS

The governance and institutional arrangements of Dawid Kruiper Municipality are critical to achieving its vision to provide an affordable quality service to Dawid Kruiper and its visitors and to execute the policies and programmes of the Council.

This model is made up of the Council including the Speaker of Council, Section 79 Portfolio Committees and Standing Committees; and the Executive made up of the Executive Mayor and Mayoral Committee, as well as the administration, led by the Municipal Manager.

The core mandate of the Council is focused on the five themes listed below:
· Accountability, Oversight and Scrutiny
· Strengthen Capacity of the Council
· Public Participation to safeguard the local democratic processes
· Monitoring and Evaluation
· Sound Financial Management

Legislative functions also include the approval of By-laws, policies, budget, the Integrated Development Plan, tariffs, rates, taxes and service charges. Council further considers reports received from the Executive Mayor, focuses on public participation related to Council matters through discussions, stimulates debate in multi-party portfolio committees, ensures community and stakeholder participation as well as playing an oversight role of the on the Executive.

The system of delegations guides committees in terms of the role of oversight they play within the Legislature. Councillors also physically visit sites where projects, especially service delivery projects are implemented, so as to fulfil the oversight role that they play.

Section 79 Portfolio Committees perform an oversight role by monitoring the delivery and outputs of the Executive. These committees do not have any delegated decision-making powers. Functions include:
· Reviewing, monitoring and evaluating departmental policies;
· Reviewing and monitoring of plans and budgets;
· Considering quarterly and annual departmental reports;
· Examining the link between the strategy, plans and budgets of the Municipality; and
· Holding the political Executive accountable for performance against policies and the Municipality's priorities.

Standing Committees have been established to deal with Council related matters. These committees have decision-making powers and are chaired by Councillors, with the exception of the Audit Committee which is chaired by an independent person. This is in line with the prescriptions of the Municipal Finance Management Act (MFMA).

THE EXECUTIVE

The Executive is made up of the Executive Mayor. The Executive Mayor heads the Executive arm of the Municipality. The Executive Mayor is entitled to receive reports from committees of the Municipal Council to forward these reports with a recommendation to the council when the matter cannot be disposed of by the executive mayor in terms of the executive mayor's delegated powers. The Executive Mayor elected a Mayoral Committee to assist the Executive Mayor.

INSTITUTIONAL REVIEW

The Institutional Review process of a municipality is guided by the Municipal Systems Act, the Municipal Structures Act and well as the Municipal Finance Management Act. The frameworks provided by these Acts clearly define the roles and responsibilities of the Municipal Manager and how to appoint and manage Section 57 employees. In summary, the Institutional Review was based on a work-study performed in internally. This process produces a revised organizational structure which establishes two more directorates within the institution.

The Directorates are:

Office of the Municipal manager
Corporate Services
Financial Services
Civil Engineering Services
Electro Mechanical Services
Community Services
Development and Planning

THE ADMINISTRATION

The Municipal Manager

Mr JE Kock is the Acting Municipal Manager appointed by the Council in terms of Section 82 of the Municipal Structures Act, and is therefore designated as the Accounting Officer and the Administrative Head of the Municipality.

Responsibilities of the Municipal Manager include managing financial affairs and service delivery in the municipality. The Municipal Manager is assisted by the Manager in the Office of the Municipal Manager and the various Directors and Senior Manager as well as Managers of the Departments.

6.2 BASIC SERVICE DELIVERY ANNUAL

6.2.1 DEVELOPMENT OF A HOLISTIC COMPREHENSIVE (ALL SECTORS) INFRASTRUCTURE DELIVERY PLAN

The Municipality do not have a formal Infrastructure Delivery Plan. Business plans do however exist for infrastructure delivery.

6.2.2 WATER

6.2.2.1 REVIEW OF THE WSDP (SEE ANNEXURE F)

Dawid Kruiper's WSDP was reviewed approved and adopted by the Council during 2014 financial year which was valid until 2016. The DWS has developed a new web-based WSDP in 2015. The DWS is busy with the role out of the new system throughout the province. The system is aimed to assist municipalities to update data by populating the system directly, also to report compliance and planning performance to the department on an annual basis.

Dawid Kruiper has already began to populate data on to the system and will continue to do so before end of the year.

6.2.2.2 NATIONAL TARGETS

The national targets are in line with the Millenium Development Goals for water provision.

6.2.2.3 APPROVED SERVICE LEVEL

Formal Settlements – Stand Pipe 200m
Informal Settlement - Provision in water tanks

6.2.2.4 BACKLOGS

Households below RDP standard total 1909, and those with no service, 44.

6.2.2.5 BASIC SERVICES PROVISION

House connection total 13323; Stand connection total **6726**, and Standpipes total **1701** stands.

6.2.2.6 FREE BASIC WATER

The municipality is currently providing free basic water to **6152** households.

6.2.2.7 HIGHER LEVELS OF SERVICE REQUIREMENTS

The total number of households that receives higher levels of services is **21794.**

6.2.2.8 ASSOCIATED SERVICES E.G. SCHOOLS AND CLINICS

Total units with service include:

- ✓ 38 Schools
- ✓ 14 Clinics
- ✓ 7 Police Stations
- ✓ Correctional Services
- ✓ Kalahari West Water Board
- ✓ 8 South African Infantry Batallion

6.2.2.9 WATER FOR GROWTH AND DEVELOPMENT

The main purification works in Upington, Abraham Holbors September Water Treatment Works, has a capacity of 84 M/lday and the highest recorded summer output is approximately 64 Ml/day. During winter it drops to an average daily output of 38Ml/day**.** The integration of other sector program's water requirements and specially the impact on water planning with regards to: Housing, Agriculture, Mining (salt etc.), Tourism and Public Works programs leaves room for growth in all sectors.The extend to which each sector will grow, will entirely depend on the onus of that particular sector.

MIER AREA

The Mier area, as part of the larger Kalahari semi-desert, could be classified as a water-poor area. Water provision for agriculture as well as for household purposes, take place through boreholes. The delivery of boreholes to the agricultural industry is mostly not enough and the quality of the borehole water is sometimes poor and unserviceable. The biggest priority in this regard is funding to be secured for the completion and extension of the Kalahari-East Pipeline in order to give access to water to the whole Mier area. Some of the farms do not have any water supply at all and water must be transported on a daily basis to these farms. The quality of the water on the farms is normally of a poor nature and has a negative impact on their extensive stock and game farms margins.

6.2.2.10 MAINTENANCE PLAN FOR OPERATIONS AND MAINTENANCE OF WATER SERVICES AND INFRASTRUCTURE

Maintenance Plans are in place for the repair and maintenance of mechanical and electrical equipment at the eight (8) water production plants of the municipality and the pump stations that form part of the distribution network.
Repair and maintenance of the water distribution network take place mainly on a reactive basis, based on customer requests and emergency repair work as and when required.

The Operational Budget for operation and maintenance for water services increased to **R45.6 million** (excluding depreciation) in projected costs for **2016/2017**

6.2.2.11 WATER SERVICES PROGRAM
FINANCIAL VIABILITY OF THE WATER SERVICES PROGRAM

Water Services are not ring-fenced since some functions within the municipality are not income generating functions and need to be cross-subsidized from income derived through functions such as water and electricity sales.

The medium term Indicative Capital Budget for **2016-2019** make provision for water infrastructure capital through the various combined funding sources of about **R6.9 million, R0 and R0**, respectively.

The total capital budget for the 2016/2017 financial year is about R 69.8 million.

6.2.2.12 RESOURCES DEVELOPMENT (WITH RELATION TO DEMAND MANAGEMENT, WATER BALANCE ISSUES AND ECOLOGICAL RESERVE)

The main water treatment works in Upington has been extended during the 2009/2010 financial year to provide a total treatment capacity of 84 Ml/day in order to cater for future growth and development. Further upgrading works have been

completed during the **2014/2015 and 2015/2016** financial year at a cost of approximately **R49.4 million** in order to provide treatment facilities for the treatment of algae and high raw water turbidity conditions. These upgrades were necessary, due to high algae growth and high raw water turbidity conditions which are experienced during the summer months especially, and periods of flooding of the Orange River.

The municipality is currently lacking a comprehensive water demand management implementation strategy; however, the current focus is on metering. A reliable water balance is also available at present.

Currently, a huge gap exists within the relevant directorate responsible for water services management in terms of available resources (human resources and equipment). However, a human resources development strategy has been tabled by the relevant directorate in order to address these issues in the medium to long term.

MIER AREA

Two bulk supply lines for water were constructed in the 1980's to supply water to the Mier area, but both of the lines were out of reach for the Mier community.

The Kalahari East Supply Scheme is the biggest of the two bulk supply lines and serves 278 farms covering 1 480 624 ha of land. Water is pumped from the Sishen mine at Kathu and pumped into the Vaal Gamagara pipeline from where the Kalahari East Water Supply Scheme withdraws at a rate of 100 liters per second. This pipeline has some capacity to supply the former Mier Municipal area. A feasibility study was conducted in an effort to fund this project.

The Kalahari –West Water Scheme was completed in 1985. This scheme supplies water to the western part of the Kalahari at a maximum flow rate of 27.7 liter's per second. This water supply line does not have any capacity to supply the Mier area.
The biggest priority in this regard is funding to be secured for the completion and extension of the Kalahari-East Pipeline in order to give access to water to the whole Mier area.

In large parts of the Mier Area no water is available. Some farmers, on a daily basis, have to pump water for stock through pipelines or transport it per road and over long distances. The water problem has the following direct negative causes for the agricultural sector:
The scarcity of underground water causes farms to be economically under-utilised and technically not well planned.
Farms in Mier Area cannot be economically utilised, and subsequently a roof is placed on the income potential of the total agricultural industry in Mier. Large expenses have to be made for water provision.

- The poor quality of boreholes has a cost and income influence on stock farming since the chemical composition of the water has a detrimental effect on the production of stock.
- Technical planning of farms cannot be optimized

Mier should extend its services in the future to include communities of Noenieput, Vetrivier, Drieboom, Schepkolk and !Khomani San community who is currently scattered on the farms Erin, Andriesvale, Scotty's Fort, Witdraai and Uitkoms

6.2.2.13 CONTRACTING AND LICENSING

All contracting and licenses for raw water abstraction and supply is in place between the Department of Water Affairs and the municipality as well as the various water irrigation boards which supply the municipality with raw water in the peri-urban and rural villages

6.2.2.14. WATER QUALITY

Water quality monitoring is conducted at three (3) levels. Bacteriological monitoring takes place at various locations within the distribution system and compliance monitoring in terms of physical, chemical and bacteriological parameters, takes place on a monthly basis at all the water treatment facilities. Operational monitoring is also conducted at the 8 treatment facilities on a 2-hourly basis looking at the various physical and chemical parameters.

The Dawid Kruiper Municipality achieved Blue Drop scores of 7%, 38%, 44% and 72% in the 2009, 2010, 2011 and 2012 Blue Drop Report, respectively. It is evident in the scores that have been achieved over the years that the journey towards Blue Drop status has been long, difficult and onerous. The municipality has finally achieved Blue Drop status in the 2014 Blue Drop Report with an average Blue Drop score of 96%. Two out of the 8 Water Treatment facilities in the municipality achieved Blue Drop status in the 2014 Blue Drop report with the lowest score being 78%.

6.2.2.15 EXTENSION OF BASIC WATER SERVICES

The Municipality is working toward providing water to every household with basic water services and budgeted an amount of R353,900 within the 2015/16 Annual Capital Budget. The following areas were given a higher priority namely Lambrechtsdrift, Karos, Leerkrans, Dakota Road, Rosedale (Smarties Valley, Hash Valley and Westerkim) and Paballelo's Informal Housing Area.

6.2.2.16 INTERVENTIONS TO IMPROVE WATER SERVICES

The table below indicates the water service level per ward as well as the backlogs. And the intervention required addressing the backlogs.

Status on water provision, backlogs and interventions						
Ward	No of households	Service Level				Intervention required
		Above RDP	RDP Standard	Below RDP	No service	
1	1399	949	137	197	116	Provision of water on 313 erven (136 new erven not included)
2	1304	896	405	0	3	Provision of water on 12 erven
3	928	928	0	0	0	Provision of water on 1 erven
4	906	906	0	0	0	Provision of water on 1 erven
5	1611	849	479	39	244	Provision of interim water on occupied informal areas: Louisevale Road 235 households
6	1768	1048	207	0	513	Provision of water on 720 erven (new extention)
7	725	725	0	0	0	Provision of water on 7 erven
8	2385	1752	0	0	330	Provision of water on 636 erven (new extention)
9	1738	1738	0	0	0	Provision of water on 172 erven (new extention)
10	2810	898	802	1110	0	Provision of water on 1110 erven (new extention)
11	984	465	375	144	0	Provision of water on 139 erven (52 new erven not included)
12	1192	80	1006	0	97	Provision of water on 151 erven (29 new erven not included)
13	1859	755	890	214	0	Provision of water on 541 erven (new extention)
14	1149	154	639	229	127	Provision of water on 275 erven (153 new erven)
15						
16						

(Note: No backlog info for Mier area since survey was done prior to amalgamation of the 2 municipalities. Backlogs for wards 15 & 16 will only be available in 2017/2018.)

6.2.3 SANITATION

6.2.3.1 AVAILABILITY OF A MUNICIPAL SANITATION IMPLEMENTATION PLAN

A Sanitation Implementation Plan is currently in development. However various activities supported by the Department of Water & Sanitation are currently underway in order to address sanitation backlogs, most notably the Bucket Eradication Programme. Under this initiative, the Dawid Kruiper Municipality will benefit from the provision of approximately 4273 new toilet structures to be constructed in various wards. The different activities were combined into a Comprehention Sanitation Development Plan during the **2014/2015** financial year.

6.2.3.2 THE NEED / EXTENT FOR BASIC SERVICES

Buckets – 3234, Pit latrines 590, No service 271, Drains 738

6.2.3.3 BACKLOGS

Households with less than basic services decreased from **5190** to **3234**

6.2.3.4 BASIC SERVICES PROVISION

Total units with service include:

- ✓ **17218** households with basic or higher services
- ✓ **2986** households with VIP/ UDS toilets

6.2.3.5 FREE BASIC SANITATION

Free basic sanitation is delivered to **12360** households.

6.2.3.6 HIGHER LEVELS OF SERVICE REQUIREMENTS

Households above RDP standard totals 20204

6.2.3.7 ASSOCIATED SERVICES E.G. SCHOOLS AND CLINICS

Total units with service include:

- ✓ 38 school
- ✓ 14 clinics
- ✓ 7 police stations
- ✓ Correctional Services
- ✓ 8 South African Infantry Batallion
- ✓ Kalahari Wes -Water

6.2.3.8 MAINTENANCE PLAN FOR SANITATION AND INFRASTRUCTURE

The 2017/2017 capital needs, take into consideration strategies and programs with regards to backlogs, basic services provision, free basic services, higher levels of service requirements, associated services and water for growth and development. However, projects are not allocated against a specific strategy and are often cross cutting. To this end a specific project may target the eradication of backlogs, but at the same time also include the delivery of a higher level of service.

The total capital budget for the **2016/2017** financial year was about **R14.3 million**.

Operational costs for **2016/2017** for operation and maintenance for sanitation services is about **R28.7 million.**

Maintenance Plans are in place for the repair and maintenance of mechanical and electrical equipment at the 2 sewerage treatment plants of the municipality and the sewer pump stations that form part of the sewer collection network. Repair and maintenance of the sewer network take place on a reactive basis, based on customer requests and emergency repair work as and when required, as well as pro-active bases through the implementation of a preventative maintenance plan.

MIER AREA

The towns do not have sufficient and effective sewerage systems. Sanitation in towns consists mainly of bucket systems, VIP systems and normal pit latrines, while other sites are serviced with flush systems.

The development under this area will include

- Development of sanitation policy (free basic sanitation)
- Construction of Oxidation Ponds (Askham/Welkom/Klein & Groot Mier/Loubos/Philandersbron)
- Construction of sewerage lines
- Upgrading of VIP toilettes

6.2.3.9 FINANCIAL VIABILITY OF THE SANITATION SERVICES

Sanitation Services are not ring-fenced since some functions within the municipality are not income generating functions and need to be cross-subsidized from income derived through functions such as water and electricity sales.

The medium term Indicative Capital Budget for 2012-2015 make provision for income through the various combined funding sources of about **R14.3 million, R0 and R0, respectively.**

6.2.3.10 CONTRACTING AND LICENSING

The municipality is I the process of updating its licenses for effluent discharge with the Department of Water & Sanitation. However, all wastewater treatment facilities are registerd with the Department of Water & Sanitation. Effluent is being treated at two treatment facilities namely Louisvale Road Oxidation Ponds System and the Kameelmond Sewerage Treatment Works which makes use of bio filter and activated sludge processes.

The Green Drop System evaluates these two treatments facilities and the Green Drop System scores in 2011 was 35 % for Kameelmond STW and Louisvale Road Oxidation Ponds System was 37%. The 2013 Green Drop Score is 68 % for Kameelmond STW and Louisvale Road Oxidation Ponds System was 54 %.

6.2.3.11 EXTENSION OF BASIC SEWERAGE AND SANITATION SERVICES

Provide all with basic sanitation services to eliminate UDS/ VIP toilets for rural areas (1738 households), and eradicate the bucket system by providing sewerage systems for 5385 households in urban areas.

Table 6 below indicates the existing level of service per ward and the intervetions needed to address the backlogs.

Table 6 Sewerage and Sanitation services and backlogs per ward (Stats SA)

Status and backlogs on Sewerage and Sanitation services and interventions						
Ward	Nu of households	Service Level				Intervention required
		Above RDP	RDP Standard	Below RDP	No service	
1	1399	1086	0	56	257	Phase out bucket system in five (5) years through instalation of sewer infrastructure for existing unserviced sub- economic erven
2	1304	1304	0	0	0	
3	928	928	0	0	0	
4	906	906	0	0	0	
5	1611	990	0	386	235	Phase out bucket system in five (5) years through instalation of sewer infrastructure for existing unserviced sub- economic erven
6	1768	1048	0	207	513	Phase out bucket system in five (5) years through instalation of sewer infrastructure for existing unserviced sub- economic erven
7	725	725	0	0	0	
8	2385	1752	0	0	330	Phase out bucket system in five (5) years through instalation of sewer infrastructure for existing unserviced sub- economic erven
9	1738	1738	0	0	0	Instalation of sewer infrastructure for future developments
10	2810	898	0	1658	254	Phase out bucket system in five (5) years through instalation of sewer infrastructure for existing unserviced sub- economic erven
11	984	642	220	69	53	Construction of toilet structures in organised informal settlements
12	1192	25	928	77	162	Construction of toilet structures in organised informal settlements
13	1859	1240	0	350	269	Phase out bucket system in five (5) years through instalation of sewer infrastructure for existing unserviced sub- economic erven

14	1149	47	593	116	393	Construction of toilet structures in organised informal settlements
15						Construction of toilet structures in organised informal settlements
16						Construction of toilet structures in organised informal settlements

(Note: No backlog info for Mier area since survey was done prior to amalgamation of the 2 municipalities. Backlogs for wards 15 & 16 will only be available in 2017/2018.)

6.2.4 HOUSING

HUMAN SETTLEMENTS (HOUSING) (See Housing Chapter: Annexure C)

Dawid Kruiper Municipality obtained a level 2 accreditation. It means the staff of the housing section can capture the subsidy applications on COGHSTA'S Housing Subsidy System.

6.2.4.1 HOUSING DEMAND

The Housing Demand Data Base/ Housing Needs Register are functional but the municipality still encounters login problems on a daily basis. Four temporary data capturers were employed to daily upload information on the system, but of late, 3 members were re deployed, to other departments, which left the Housing Department vulnerable.

Provincial government was requested to budget for training of these temporary employees. The Department of COGHSTA has made annual allocations to the municipality to cover the employee's costs of the temporary staff. A lot of technical problems are encountered with the Housing Needs Register system. Total demand is estimated to be ± 7450.

6.2.4.2 HOUSING DEMAND CHALLENGES

Over the last two years a growth in demand of up to ±8000 persons were experienced. There is an increase in demand from single parents (both male and female), and in particular by the youth aged up to 35 years.

New Business Plans were drafted and is in a process of completion. These Plans address all the needs of housing in the municipal jurisdiction. The Municipality is currently venturing into the market of GAP and Social Housing as well, of which Rental Housing is one of the only other alternatives, funded by COGHSTA.

Housing status, backlogs and interventions					
Ward	Nu of households	Type of main dwelling			Intervention required
		Formal structure	Informal structure	Informal back yard	
1	2055	1208	847	0	Construction of BNG; Subsidy and alternative housing.
2	1578	1480	27	71	Construction of BNG; Subsidy and alternative housing.
3	1157	1115	5	37	Construction of BNG; Subsidy and alternative housing.
4	1023	988	4	31	Construction of BNG; Subsidy and alternative housing.
5	1562	1108	438	16	Construction of BNG; Subsidy and alternative housing.
6	1737	1227	424	86	Construction of BNG; Subsidy and alternative housing.
7	950	791	42	117	Construction of BNG; Subsidy and alternative housing.
8	2560	2240	305	15	Construction of BNG; Subsidy and alternative housing.
9	2204	2130	69	5	Construction of BNG; Subsidy and alternative housing.
10	2339	1035	1241	63	Construction of BNG; Subsidy and alternative housing.
11	2215	1591	591	33	Construction of BNG; Subsidy and alternative housing.
12	1769	655	1075	39	Construction of BNG; Subsidy and alternative housing.
13	1810	991	628	191	Construction of BNG; Subsidy and alternative housing.
14	1420	920	486	14	Construction of BNG; Subsidy and alternative housing.
15					
16					

Table 7– Status of housing within Dawid Kruiper Municipality (Stats SA)

6.2.4.3 SUITABLE LAND FOR HOUSING DEVELOPMENT

There is a shortage of land in the rural areas, but enough vacant land on the commonage. EIA and Geotech studies are being done on a regular basis. Private land will have to be purchased in certain rural areas.

6.2.4.4 SERVICE LEVELS THROUGH CIP

The nature of service levels on these land parcels through Comprehensive Infrastructure Plan.

6.2.4.5 INFORMAL SETTLEMENTS

The municipality do not have a Migration Plan. Most unorganised informal settlements established by community, are addressed on an adhoc basis by Council.

6.2.4.6 IMPLEMENTATION OF CURRENT AND PLANNED HOUSING PROJECTS

Province, in principal, availed resources for a rental project with 200 units. Land was identified on erven 14974 for flats and a feasibility study and business plan was done. 250 houses were allocated to Dawid Kruiper Municipality to be build in different wards in the municipal area.Serviced erven was identified and the project will be implemented during the 2014/ 2015 financial year.

The Housing department is continually processing applications for subsidised housing. These are forwarded to Province for approval and allocation of funds. An allocation is made for the service of rental houses, and the construction will begin in the 2015/2016 financial year. All our projects are handeld by the Department of Cooperate Governance. The housing department are also running the program of consumer education to make communities aware of services rendering by the municipality especially from the housing unit.

6.2.4.7 BUDGETARY PROVISION FOR PLANNED HOUSING PROJECTS

The cost for the top structure per house is **R110 000.00.**

6.2.4.8 THE SOCIAL VIABILITY OF THE SETTLEMENTS

All business plans in // Khara Hais area provide infrastructure EIA as well Social compact studies has been done, and is captured in the business plans.

6.2.4.9 NUMBER OF HOUSES COMPLETED/BUILT/ALLOCATED

During the last three years the following houses was build:

Year	Number of houses build per annum	% spend per annum
2009-2010	247	59.87%
2010-2011	732	91.33%
2011-2012	16	(100%) %
2012 -2013	65	100%
2013- 2014	250	0%
2014-2015	**250**	0%
2015-2016	**250**	100%
2016-2017		

Table 8 Completed houses

6.2.5 ENERGY

6.2.5.1 EXTENT FOR BASIC ENERGY SERVICES

Council started an electrification program in 1993, with the result that in 1996 all houses in the municipal area of supply were connected or had access to a basic or higher level of connection.

Since then an annual electrification program was introduced to make provision for new areas. Currently the new settlements are entered on the Integrated National Electrification Program, managed by Department of Energy and connected as funds are made available.

Currently there are **345** houses in the program for **2016/2017** and **923** houses for **2017/2018.**

The houses in the Eskom area of supply are also done through the Integrated National Electrification Program by Eskom. The electrification of **57** houses in Karos, 97 houses in Raaswater and 167 houses in Melkstroom is completed and the only backlog in the Eskom area is infill houses.

6.2.5.2 PROVISION FOR GRID AND NON-GRID ENERGY SOURCES

The main grid of the municipality is presently being developed according to a master plan approved in 1998, with amendments done during the IDP program for the period 2007-2012. Further projects have been included in the 2015 to 2017 period, but an update for the master plan is now becoming necessary. The department has never been involved in non-grid supply and no plan or budget exists.

6.2.5.3 ALTERNATIVE SOURCES AND RENEWABLE ENERGY

The municipality is currently involved in the national program for the development of solar power installations in the Upington area. The roll-out of solar geysers has been taken over by the Department of Energy and the municipality is not currently included in the program.

6.2.5.4 MAINTENANCE PLAN FOR OPERATIONS AND MAINTENANCE (NEW PROJECTS)

The annual budget makes provision for the maintenance of all electrical infrastructure and written maintenance programs are followed.

6.2.5.5 REDS REDISTRIBUTION POLICY

The development of REDs has been abandoned and therefore no policy or plan is necessary.

6.2.5.6 UPGRADING OF FACILITIES

Provision for the upgrading of facilities forms part of the annual budget. Due to financial constraints, no upgrades are planned for the period 2016/17 to **2017/18**

6.2.6 ROADS, TRANSPORT AND STORM WATER

6.2.6.1 TRANSPORT PLAN

A comprehensive Transportation plan is not currently in place. Coupled with a Transportation plan is a Pavement Management System for the management and development of road pavement conditions. Such a management system is not currently in place, but has been identified as a crucial planning and management instrument to put in place.

6.2.6.2 STATUS WITH REGARD TO ROADS AND STREETS

Table below indicates the total kilometres of roadnetwork in Dawid Kruiper Municipal area there state and possible interventions to address the needs.

Status of ROADS/ STREETS and interventions					
Area	Service Level				Intervention required
	Total Street length	Tar Streets (km)	Paved Streets (km)	Gravel Streets (km)	
Town Area	279, 006	193, 824	9.6	100.1	Tarring and paving of streets
Lambrechtsdrift	3, 440	0	0, 420	3, 020	Tarring and paving of streets
Karos	5, 390	0	0.8	5, 390	Tarring and paving of streets
Leerkrans	4, 500	0	0.6	4, 500	Tarring and paving of streets
Ntsikelelo	3, 105	0	0.4	3, 105	Tarring and paving of streets
Louisvale Road	9, 250	0	1, 550	7, 700	Tarring and paving of streets
Leseding	7, 250	0	1, 650	5, 600	Tarring and paving of streets
Louisvale	5, 080	0	2, 250	2, 880	Tarring and paving of streets
Raaswater	7, 030	0	1, 630	5, 400	Tarring and paving of streets
Kalksloot	8, 800	0	1, 970	7, 430	Tarring and paving of streets
Lemoendraai	1, 000	0	0	1, 000	Tarring and paving of streets
Kameelmond	1, 350	0	0	1, 350	Tarring and paving of streets

Table 9– Status quo: roadnetwork per area (Source: Survey – Civil Services 2012)

6.2.6.3 MAINTENANCE PLAN FOR OPERATIONS AND MAINTENANCE OF ROADS AND STORMWATER

The municipality spent approximately R15.2 million (excluding depreciation) during the **2015/2016** financial year on the Department: Roads and stormwater. A total of **R17.3 (excluding) million** will be spent during the **2016/2017** financial year on the Department: Roads and stormwater.

The Dawid Kruiper Municipal area experiences short high intensity summer rainfall storms, which regularly result in flooding in the urban areas. This is the case especially in the previously disadvantaged areas where historic urban town planning approaches did not take into consideration proper stormwater management and drainage systems.

Improvement of Stormwater Management systems in the Dawid Kruiper Municipality been identified as a priority by disaster management agencies.

A Stormwater Management Masterplan has been development and is currently implemented. This plan proposes action plans to address the problems currently experienced in terms of stromwater management.

6.2.6.4 EXTENSION OF ROADS

The municipality invested extensively in its road infrastructure in the past 5 years, of which the most noteworthy was the construction of a new link road and rail overpass bridge between the areas of Rosedale and Paballelo, which is currently divided and separated by an industrial area and the main international railway line Namibia. This project is completed and brings communities who have in the past been divided through the apartheid policies of segregated development together. All access roads in the rural areas have been upgraded to paved roads and numerous internal streets in previously disadvantaged areas have been paved as well.

Another significant new road development project, which is in planning phase at the moment, is the extension of Dakota Road in order to provide a through route or bypass for heavy vehicles commuting on the Namibian-South African import/export route.

6.2.6.5 MAINTENANCE PLAN FOR OPERATIONS AND MAINTENANCE OF ROADS

Maintenance Plans are in place for the grading of gravel roads and an annual pavement reseal programme is in place. Repair of potholes and other smaller maintenance work are conducted on a reactive basis, based on customer requests and emergency repair work as and when required.

6.2.7 WASTE MANAGEMENT SERVICES

6.2.7.1 INTEGRATED WASTE MANAGEMENT PLAN (See Annexure E)

- DawidKruiperMunicipality has an active IWMP which is due for revision. The plan also needs to be aligned with the IWMP of the ZF Mgcawu District Municipality
- DawidKruiper renders a 100% refuse removal service.
- Waste removal service is rendered internally.

6.2.7.2 LANDFILL SITES

DawidKruiper Municipality has ten Landfill sites namely, Leerkrans, De Duine, Askham, Welkom, Groot Mier, Loubos, Rietfontein, Philandersbron, Noenieput and Swartkop Dam.

6.2.7.3 WASTE OR REFUSE REMOVAL SERVICES

A prompt and effective refuse removal service is in place. Weekly services are delivered to households and businesses, with the CBD being serviced weekly and as services are required.

The table below indicates the service level of waste removal in Dawid Kruiper.

Status on waste removal							
Ward	Nu of households	Service Level					Intervention required
		Removal once/week	Removal less often	Communal dump	Own refuse dump	No rubbish disposal	
1	**2034**	**2034**	**0**	**0**	**0**	**0**	
2	**1452**	**1452**	**0**	**0**	**0**	**0**	
3	**978**	**978**	**0**	**0**	**0**	**0**	
4	**995**	**995**	**0**	**0**	**0**	**0**	**.**
5	**2318**	**2318**	**0**	**0**	**0**	**0**	**.**
6	**2335**	**2335**	**0**	**0**	**0**	**0**	
7	**877**	**877**	**0**	**0**	**0**	**0**	
8	**2985**	**2985**	**0**	**0**	**0**	**0**	
9	**2362**	**2362**	**0**	**0**	**0**	**0**	**.**
10	**4397**	**4397**	**0**	**0**	**0**	**0**	
11	**1159**	**Removal of all 1159 every 14 days**	**1159**	**0**	**0**	**o**	**Extend service to reach households with weekly service.**
12	**1327**	**Removal of all 1327 every 14 days**	**1327**	**0**	**0**	**0**	**Extend service to reach households with weekly service.**
13	**2442**	**2442**	**0**	**0**	**0**	**0**	

14	**1264**	**Removal of all 1264 every 14 days**	**1264**	**0**	**0**	**0**	**Extend service to reach households with weekly service.**
15	**980**	**980**	**0**	**0**	**0**	**0**	
16	**1287**	**1287**	**0**	**0**	**0**	**0**	

Table 10– Status on refuse removal per ward

6.2.7.4 MAINTENANCE PLAN FOR OPERATIONS AND MAINTENANCE OF RE-CYCLING

The company, Recycle Upington, was appointed on 29 July 2015 to recycle at the De Duine Landfill site for a period of three years.

6.2.8 ENVIRONMENT: AIR QUALITY MANAGEMENT

6.2.8.1 AIR QUALITY MANAGEMENT PLAN

As a local government Dawid Kruiper has no authority to issue licenses. Air Quality is therefor a function of the ZFM District Municipality.

6.2.8.2 STATUS AS LICENCING AUTHORITY

ZFM District Municipality is the Licencing Authority regarding Air Quality Licensing. ZFM District Municipality does not have an air Quality Management Plan, but is currently busy drafting one in collaboration with Dept. of Environment.

6.2.8.3 MAINTENANCE PLAN FOR OPERATIONS AND MAINTENANCE OF NEW CAPITAL PROJECTS

There are no projects currently regarding Air Quality issues.

6.3 PUBLIC PARTICIPATION AND GOOD GOVERNANCE

6.3.1 COMMUNITY CONSULTATIONS, PARTICIPATION AND EMPOWERMENT

Chapter 7 of the Constitution of South Africa highlight the objectives and show the importance of Local Government.

Article 152 (e) emphasize the importance of the community involvement in this sphere of government. In the strife for good governance the Municipality must budget for community consultations, participation and empowerment.

6.3.1.1 BUDGET FOR GOOD GOVERNANCE

In the budget of 2017/18 the Municipality budget for potential advancement of adequate skills development of councillors and employees to an amount of R550 585.00. The Municipality strive to develop the councillors so that they can have a better understanding of their roles in the municipality with all the challenges that confronts the municipalty. The councillors are enrolled at the University of Fort Hare where they study for the certificate in public administration.

6.3.1.2 COMMUNITY PARTICIPATION PLAN

The Municipality have a community participation plan in place. Every year the council embark on a programme called, "***Council meets the people".*** This programme covers the whole Municipal area. It gives the communities an opportunity to interact with the Councillors in the different Wards. The Chief Financial Officer and the Finance Team went out with the members of the Exco in the preparation of the budget. The IDP process involves also the communities in different Wards. Ward base meetings happens on a monthly bases in the Wards and it give the Councillors an opportunity to interact with the people in his/her Ward.

6.3.1.3 TRADITIONAL LEADERS

In Dawid Kruiper Municipality there is no traditional authority that observes a system of customary law that may function subject to any applicable legislation and customs.

6.3.1.4 WARD COMMITTEES

A broader view of community participation the Legislation on Local Government set clear mechanism for the establishment of the Ward Committees as a structure to liaise with the Municipalities. Municipalities are obliged to develop lasting and

successful models by ensuring that participation takes place through these established structures and as are institutionalised. They are a creation of legislation, the Municipal Structures Act, giving effect to the Constitution of the South Africa.

Its role is to facilitate participatory democracy, disseminate information; help rebuild partnership for better service delivery, and assist with problems experienced by the people at Ward level. To let participatory democracy work, Dawid Kruiper Municipality allocate **R960 000.00** for the budget year **2017/18**. This allocation serves as a stipend for Ward Committee members in fulfilling their spective responsibilities in the ward.

6.3.1.5 RECOMMENDATIONS TOWARDS THE IDP

To make the IDP work towards good governance it is important to look into the budget and extent the list of priorities. These priorities will be the guidelines which will inform the challenges towards the IDP. The challenges in the Municipality are that some of the Wards are in rural areas. The challenge now is to increase the budget amount from **R172, 000.00** to **R250, 000.00** to address the challenges facing community participation.

6.3.1.6 SOCIAL COHESION PLAN

To address the Social Cohesion Plan within the IDP there must be a policy. The Social Cohesion Plan address the culture, identify and social cohesion is a thematic area that is framed in terms of its intersectionality with respect to gender, race, class and sexuality.
There is a growing understanding that there is an urgent need to revitalize a humanity-driven research theme, to build our understanding or closed identities in relation to understanding our past, our heritage and our future in a transforming and develop state.

The movement is towards a knowledge–based economy, investment in development and greater emphasis on building human capital. This will be realized by promoting the value in the human meaning of public policy in evidence–based research.

6.3.1.7 BACK TO BASICS PROGRAM

The Municipal Council of Dawid Kruiper Municipality adopted and launched the Back to Basics Program of Government in **October 2014**. This program aims to:

1. Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning and delivery of infrastructure and amenities, maintenance and upkeep thereof.
2. Ensure good governance and effective administration - cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.
3. Further ensure that corruption is prevented and rooted out at all levels;
4. Ensure sound financial management and accounting by prudently managing resources so as to sustainably deliver services and bring development to communities;
5. Build and maintain sound institutional and administrative capabilities managed by dedicated and skilled personnel at all levels;
6. Put people and their concerns first and ensure constant contact with communities through effective public participation platforms;
7. Ensure quarterly performance monitoring and reporting on the work of municipalities as directed by the Back to Basics approach; and
8. Improve the political management of municipalities and be responsive to the needs and aspirations of local communities.

COGTA initiated the **Back to Basics Program** and are responsible to drive the implementation of **Back to Basics.**

The Municipality has since embarked on the **B 2 B program** whereby monthly reports are submitted to **COGTA** indicating progress made and interventions taken on issues of concern.

6.3.2 COUNCIL AND SUB-COMMITTEES

The Council convene on a monthly basis as per administrative calender. Special Council Meeting may be convene as necessary. The Executive Mayor elected a Mayoral Committee comprising of 6 members. All exess meetings are held in terms of the administrative calender. Special meetings may be convened as nessessary. During the year of overview Local Elections took place and as from the **19 August 2016** new Councillors were elected.

The Executive Mayor is the chairperson of the Mayoral Committee. He/she performs the duties, including any ceremonial functions, and exercise the powers delegated to the Executive Mayor by the municipal council or executive committee.
The Council has six portfolio committees.

- Committee for Budget and Treasury
- Committee for Civil Engineering Services
- Committee for Community Services
- Committee for Electro-Mechanical Services
- Committee for Corporate Services
- Committee for Development and Planning

These committees meet at least once a month. They make recommendations to the Mayal Committee on all items tabled to them.

6.3.3 AUDIT COMMITTEE

The Audit Committee is fully functional and consists out of 3 members.The committee operates in terms of an approved Audit Committee charter which is in line with legislation. All reports of the Audit Committee are tabled to Council. Section 166 of the MFMA, Act No 56 of 2003 requires from the Audit Committee amongst other matters:

"To advise the Municipal Council, Political office bearers, the Accounting officer and management staff on matters relating to:-

- *Performance management and evaluation*
- *Internal financial control and internal audits*
- *Risk Management*
- *Accounting policies*
- *The adequacy, reliability and accuracy of financial reporting and information*
- *Effective governance*
- *Compliance with MFMA, DORA and any other applicable legislation."*

The Internal Audit Department is fully functional and operates in terms of a three year risk based audit plan as well as an annual operational plan which is approved by the Audit Committee and Municipal Manager. Internal Audit reports detailing auditi findings are issued as and when audits are conducted according to the auditplan and are tabled to the Audit Committee on a quarterly basis.

THE AUDIT COMMITTEE MADE THE FOLLOWING MOST IMPORTANT RECOMMENDATIONS TO COUNCIL DURING THE 2015/2016 FINANCIAL YEAR:

To achieve a better audit outcome:

- Must the audit recovery plan be monitored by management.
- Regular feedback must be provided to the Audit Committee to monitor implementation of remedial actions.
- The progress made on the implementation of the audit recovery plan must be a standing item on the agenda of the Audit Committee.

ENVIRONMENTAL HEALTH:

- The Environmental Health Section must strengthen controls with regards to compliance to Regulation R962 and by that:

- Compile a checklist for the inspections which must be completed and signed by the Inspector and Owner.
- Review results of inspections to ensure the correctness of Certificates of Acceptability that were issued.
- File the inspection checklist for control as well as auditing purposes.

- Control measurements must be implemented that will ensure that adequate proof could be found for the execution of the refuse removal program and for that:
  - Ensure that the drivers and supervisor compile log sheets and trip authority sheets which are completed and in line with the programme.
  - Ensure that weekly plans are compiled for all drivers which reconcile with the programme.
  - Implement a process of reviewing the documents to ensure completeness and accuracy.
- Compliance must be ensured against landfill sites permit conditions and for that:
  - An investigation must be conducted at the landfill sites and compile a status quo assessment report of the conditions.
  - Determine the deficiencies from the National Environmental Management: Waste Act, 2008.
  - Compile an action plan to address the deficiencies.

HUMAN RESOURCES - LEAVE:

The Human Resources Department must ensure that:

- The processing of leave forms be reviewed by a senior official and that errors are corrected.
- The abovementioned corrections be made accordingly.
- Ensure that the respective official is well equipped with all applicable legislation and Council policies with regards to leave.
- Applicable supporting documentation is provided before allocating additional sick leave credits.
  - Ensure that the supporting documentation does refer to hospitalisation or chronic illness which must also be in line with legislation as chronic illnesses are defined.
  - Request the above-mentioned employees to proof compliance to legislation as the medical certificates just refer to "unable to work".
  - If compliance cannot be proved, the leave credits should then be reversed.
- Inform management about the content of the policy and the enforcement thereof.
- Report non compliance to senior management as the ineffective administration and monitoring of leave can result in financial losses.
- Ensure that documentation is submitted to Internal Audit within the given timeframe for auditing purposes.
- Provide a detailed reconciliation on the pay out of the abovementioned leave credits.
- Ensure that the attendance registers be found for external auditing purposes.
- Ensure that reconciliations are performed between the attendance registers/biometrics system and the leave system.
- Overtime claimed are in line with Council policy during the verification process.
- All overtime claimed and time off as this is payment of overtime in kind is substantiated by the correct supporting evidences.

HOUSING:

The Housing Section must ensure that the following controls be implemented that will assist for control as well as audit purposes:

- The needs register (waiting list) must be adjusted to provide a clear indication of allocations already done against outstanding allocations.

- The database must be completed in order to provide a clear status quo assessment of allocations.
- Information should be filed in such a manner to allow for easy comparison between the lists approved by Council and allocations done for control as well as audit purposes.
- The backlog of beneficiaries on the HSS system should be captured as soon as possible to provide a clear indication to COGHSTA of the housing needs.

FINANCIAL SERVICES - DEBTORS:

- Incorrect statistics for registered indigents with and without pre-paid meters:
    - Management must ensure that a detailed reconciliation is done between the BIQ and the Cash flow system to determine the actual number of indigents and cost of free basic service.
    - A detailed process plan must be compiled between Civil and Finance to ensure completeness and accuracy on the BIQ system and the CASHFLOW system (pre -paid water meter).

- De-registered indigents still receiving free water:
    - Proper controls must be implemented to ensure that indigent subsidies be cancelled immediately when the consumer is disqualified and for this a checklist must be developed that has to be signed by all respective officials.
        - The checklist must be reviewed by a senior official on a regular basis.
    - A reconciliation must be done on a monthly basis between the registered indigents against the free water and electricity issued which must be reviewed by a senior official.

- No implementation of tariff regarding illegal dumping:
    - The section must ensure to implement the approved tariffs of Council.
    - The Section: Community Support and overtime must engage with the Debtors section to compile a process for the issuing and levying of the tariff for illegal dumping.

- Non metering of services:
    - The Directorate Civil Engineering must ensure that the meters are installed within a certain period of time in order for consumers to be billed for actual consumption.

6.3.4 OPMS AUDIT COMMITTEE

PREDETERMINED OBJECTIVES

Predetermined objectives in terms of the IDP and SDBIP are audited on a quarterly basis by Internal Audit. Part of the audit procedures are to:

- Test the linkages between the IDP, SDBIP and the budget;
- Determine if objectives in terms of service delivery are met;
- Evaluates if the key performance indicators are in line wiith legislative requirements.

INTERNAL AUDIT PREDETERMINED OBJECTIVES:

- As performance information indicates how well an institution is meeting its objectives and service delivery targets, the Performance Management Unit must ensure that:
    - Supporting documentation is verified against the targets as this could easily result in incorrect evaluation of departments which will reflect negatively on the performance of the municipality.
    - Supporting documentation (evidence) is available for audit as well as control purposes.
    - KPI's are measured according to the SDBIP.

- The user access form is completed and submitted to IT in order for the officials of the PMS unit to get access to the staff establishment module on the BIQ system.
- The evaluations submitted reconcile with the active employee list from the BIQ system and if all are not submitted, the relevant department/section not be scored "fully effective".
- A reconciliation is done for all departments/sections for all quarters as Internal Audit only audited on a sample basis.
- The Housing unit review the KPI's set in the SDBIP to ensure that the KPI's comply with legislative requirements and that the performance of the unit is indeed measured.

- The PMS unit must scrutinise the evidence provided during evaluations to ensure the correctness and completeness thereof.
- The Performance Management Unit must ensure that supporting evidence be provided for the rendering of sanitation services which proofs that the pre-approved programme was executed (log sheets of vehicles, daily plans).
- The Municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan and therefore the SDBIP must be based on the performance targets and objectives of the IDP to measure performance and implementation.
- The offices of IDP, PMS and Budget and Treasury must reconcile their documents to ensure linkage between the key service delivery documents.
- For future reference, the different departments must ensure that the Budget is informed by the IDP and the SDBIP is based on the approved documents.
- KPI's must comply with legislative requirements as it must be:
  - Specific - the nature and the required level of performance can be clearly identified.
    - Measurable - the required performance can be measured.
    - Achievable - the target is realistic given existing capacity.
    - Relevant - the required performance is linked to the achievement of a goal.
    - Time - bound - the time period or deadline for delivery is specified.
- The Performance Management Unit must ensure the SDBIP complies with the applicable legislation by ensuring that all the legislative KPI's are included in the SDBIP.
- The Performance Management Unit must ensure that the relevant department/section identify remedial actions during the performance evaluations in events were targets are not met.
- These remedial actions must reflect in the SDBIP evaluations for control as well as auditing purposes and to ensure that it will reflect in the Annual Performance Report at the end of the financial year.

6.3.5 IGR MATTERS

The Communications department coordinate the Dawid Kruiper Local Government Communications Forum (LGCF) meetings on a monthly basis. The LGCF was launched on 17 September 2009 and the Speaker of municipality is the chairperson of the forum. All government departments, parastatals (Eskom, Telkom and SA Post Office) and Non-governmental organisations attend this monthly meeting. The meetings serve as a platform for NGO's and government to develop common programmes that are aimed of improving service delivery at all levels of government.

The Senior Communications Officer and or the person delegated attend all District Communications Forum (DCF) meetings. The meetings are held on a quarterly basis.

The Communications department do all the communication work for the public participation processes for the IDP, Budget, council meets the People, national and provincial events where the Municipality provides assistance and all municipal events. Communication tools that are used are the municipality's internal and external publications (Die Werker – internal (monthly), The Resident – external (monthly), the community radio station (two weekly radio programme paid by municipality and adverts), printed media (adverts, flyers, posters, media releases) and meetings (LGCF and DCF), the website and the Public Viewing areas that are situated on the outside of the municipal building. The LGCF will also include the University of Technology and the FET colleges. This will enable the local municipality to have an idea as to what the problems of the students

are. The municipality will also be in a position to know where the bursaries for students can be accessed and pass this information to the ward councillors in order to disseminate in their respective wards. The inclusion of the former Mier area also presents new challenges in as far as inter governmental relations are concerned. Local Government Communication forum activities and meetings will have to take place in that area as well in order to ensure inclusivity. A total of 10 LGCF meetings are planned for the 2017/18 fiancial year.

6.4 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

6.4.1 OVERVIEW OF POLICIES

A complete list of all the policies adopted by the Council, are included as **Annexure L**. Policies are adopted or revised, when needed.

6.4.2 INFORMATION ON THE OPMS SYSTEM AND PMS

Performance management in a municipality is fundamentally a two way communication process between the municipality and the community that is making use of the municipal services.

The following activities took place during the year under review:

- Review of the SDBIP continuously
- Formulation of Performance Plans for Sec.56 & 57 employees
- Performance Evaluations of Sec.56 & 57 employees
- Quarterly SDBIP Evaluations of all Directorates
- Development op Performance Plans and Evaluation forms for Sec.66 employees
- Performance Evaluations of Sec.66 employees

Effective controls and accountability systems are an integral part of the E-perform performance management system. Performance pertaining to KPI's are measured in terms of unacceptable performance, not fully effective performance, fully effective performance, performance above expectation and outstanding performance. KPI's, when measured are also categorized in terms of warning signals, reason for performance and remedial action.

6.4.3 ALIGNMENT WITH THE IDP AS WELL AS KEY PERFORMANCE INDICATORS AND TARGETS

Community consultation was done in the setting of KPI's for capital projects.

In line with the MSA, Performance Management is applicable pertaining to all Sec. 56, Sec. 57 and Sec. 66 officials.Performance agreements are in line with the six national KPA's, and as a result thereof in lined with performance indicators and community needs and signed accordingly.

6.4.4 INFORMATION ON THE ORGANOGRAM SUPPORTING DEVELOPMENT STRATEGY

The approved organizational organogram is aligned to the core business of the municipality. The affordability and sustainability of the structure is questionable when compared to national norms and standards. Salaries are currently 42% of the operating budget with national norms being 35%.

6.4.5 INFORMATION ON THE STATUS ON WORKPLACE SKILLS PLAN (See Annexure J)

CURRENT SITUATION

The municipality challenges are mainly in the technical field and we embarked on process of addressing these challenges through various skills development programmes. The engineering field is mainly affected by skills shortages. Attracting and retaining these types of skills and expertise also proved to be a challenge at some point for the municipality. The municipality has spent an enormous amount of fund on the development of its employee. This includes bursaries, learnerships, internships, accredited training, apprenticeships, on-the-job training, formal and informal training to address the capacity challenges in the municipality.

COUNCIL BURSARY SCHEME

Employees are encouraged to further their studies and obtain recognized qualifications to improve their own knowledge to be able to improve both their own performance and that of the municipality. Employees enter into a contractual agreement with the municipality and terms and conditions are attached to this agreement. The bursary covers for books and registration fees. *Due to financial constraints no bursaries were awarded for the financial year 2015/16.*

INTERNSHIP PROGRAMME

The municipality has absorbed graduates for the financial Internship Programme that has started. A total of *three (3)* Interns are part of the programme. The idea is to prepare them for a period of two years to gain practical experience. The organization is very conducive for active learning. However, they are not guaranteed permanent employment after the completion of the programme. They are exposed to the following on various accounting and financial aspects and are also rotated on a quarterly basis.

LEARNERSHIPS

A learnership is a training programme that combines theory at a college or training Centre with relevant practice on-the-job. The idea is that people really learn the "ins and outs" of an occupation by practicing all its aspects under the guidance of an experienced and qualified person. In order to become qualified themselves, learners will have to be assessed against occupational standards that have been agreed in advance by industry stakeholders.

Learnerships are based on legally binding agreements between an employer, a learner and a training provider. This agreement is intended to spell out the tasks and duties of the employer, the learner and the training provider. It is designed to ensure the quality of the training and to protect the interests of each party.

Employers can offer learnerships to their own employees or can recruit unemployed people for training. Current employees who are provided with learnerships are referred to as 18(1) learner. Unemployed people who are offered learnerships are known as 18(2) learners. *Currently there are four (4) learners sponsored by MISA in the following fields: 2 Electrical, 1 Fitter and 1 Diesel Mechanic.*

WORK INTEGRATED LEARNING (WIL)

Work Integrated Learning (WIL) refers to the real-life work experience. WIL offers a holistic approach to education by equipping students not only with the necessary theoretical background, but also with the opportunity to apply the theoretical concepts in practice to enable them to develop the skills required for entry into the workforce upon graduation.

Nine (9) students are currently placed within the Municipality

SKILLS PROGRAMMES

A Skills programme consists of a unit standard or group of unit standards that is large enough for the outcome to allow for the learner to become employable. Skills programmes do not result in a qualification themselves upon completion, but will lead to a Learnership qualification. Skills programmes allow for skills to be acquired that provide immediate access to income generation. *Due to financial constraints the focus of training was on compliance training eg.Transportation and Handling of chemical substances, Health and Safety Representatives and supervisors, Operation of machinery like Truck Mounted Cranes, Mobile Elevation Platforms and Forklifts.*

PERSONAL DEVELOPMENT PLANS

Personal Development Plans have been designed and are ready for implementation. A Personal Development Plan seeks to address the training needs of employees in a systematic manner. It should be directly link to the job/key performance indicator of an employee.

A planned approach to skills development will contribute towards increasing the motivation of employees, due to the visible interest shown by the organization in their development and career paths.

It facilitates a co-coordinated approach towards addressing skills needs both in localized sectors of the economy as well as nationally, which should contribute towards national economic growth.

The municipality is seeking new and innovative ways to address future challenges and cognizance should also be taken about the new developments in the Higher Education and the emphasis that was placed on Rural Further Education Training Institutions to improve their skills. This necessitates that stronger relations be established with tertiary institutions.

IMPLEMENTATION OF THE EEP (See Annexure J)

A new plan is currently developed to coincide with the five year term of the newly elected council.

More than 70% of all staff members were trained in Diversity Management to understand the municipality's employment equity programme and to value and respect the cultural diversity of the workforce. The focus for the next five years will be to correct the gender imbalance on all levels of the workforce.

The tables below reflect an insignificant improvement regarding employment equity target groups and the targets of women in top level positions.

	MALE											
	African			Coloured			White			Total		
	'14	'15	'16	'14	'15	'16	'14	'15	'16	'14	'15	'16
Senior Managers	5	5	5	8	8	9	5	6	6	18	19	20
Clerks	15	18	15	24	28	28	4	4	4	43	50	47
Professionals	4	4	3	9	5	4	5	5	5	18	14	12
Technical & related	27	26	21	31	35	30	8	7	6	66	68	57
Horticulturists	1									1		
Artisans	4	3	4	8	8	9	4	3	3	16	14	16
Machine operators	27	30	29	41	41	35				68	71	64
Apprentice												
Labourers	32	25	26	52	51	47	1	1	1	85	77	74
Elementary Occupations	137	131	120	136	141	128	2	2	2	275	274	250
Councillors	4	4	4	7	7	7	3	3	3	14	14	14
	256	246	227	316	324	297	32	31	30	**604**	**601**	**554**
	FEMALE											
	African			Coloured			White			Total		
	'14	'15	'16	'14	'15	'16	'14	'15	'16	'14	'15	'16
Senior Managers	1	1	1		4	4	1	1	1	6	6	6
Clerks	37	40	35	53	58	56	10	9	10	100	107	101
Professionals	3	2	3	8	7	7	4	4	4	15	13	14
Tegnical & related	1	1	1	6	11	11				7	12	12
Horticulturists	1	1								1	1	
Artisans												
Machine operators	3	4	4	5	5	5				8	9	9
Apprentice												
Labourers	7	9	10	6	4	6				13	13	16
Elementary Occupations	36	40	40	50	56	53				86	96	93
Councillors	2	2	2	10	11	11				12	13	13
	91	100	96	142	156	153	15	14	15	**248**	**270**	**264**

Table 11- Employment Equity Figures

6.4.6 HIV/AIDS (See Annexure J)

6.4.6.1 HIV and AIDS mainstreaming

The Municipality adopted an **HIV/AIDS** workplace policy, which it shares with management first and then with the employees.

Key Principles of Code for **HIV/AIDS** workplace policy is the promotion of non-discrimination; no screening of employees for HIV for the purpose of employment; none dismissal of the positive employee; confidentiality; healthy work environment; continuation of employment relationship; and the prevention and care and support programs

6.4.6.2 HIV/AIDS AND CAPACITY CHALLENGES

HIV/AIDS affects the most productive age group of 15-49 years. It is affecting the most productive segment of the labor force, and resulting in higher costs.

The major impacts are:

- Loss of skilled and experience workers.
- Reduced supply of labour.
- Rising labour costs.
- Increase of absenteeism.
- Falling productivity,
- Affects services delivery.

Since this group of workers is a bridge between the high-risk group and the general population, intervention at the workplace is very supportive in arresting the spread of infection.

The intervention program concentrates on sensitization programs for the management, employees and their families. As part of its intervention it provides care and support for infected and affected workers and their families with the help of partnership with relevant partners.

6.4.6.3 IMPLEMENTATION OF THE HIV/AIDS STRATEGY

ADVOCACY PLAN

With respect to HIV/AIDS, advocacy involves raising awareness of the issue; suggesting appropriate action and what is needed for this to occur; and, building consensus and support for its implementation. At primary level, it involves networking on an individual basis & through unions and the Office of the Mayor and other social groups. At secondary level, it involves networking with Government Departments, etc.

HIV PROGRAM AT WORKPLACE INCLUDES

- Advocacy meeting with the HR management/CSR head.
- Programs integrated and alligned with the District Program
- Nomination of an employee as the HIV/AIDS Focal Person.
- An internal HIV/AIDS committee (officials)
- Establishment of local AIDS council.
- Sensitization programme for the internal committee who assist with the HIV/AIDS workplace policy, and the drawing up of an annual plan for implementing the workplace program
- Identification of passionate employees to become Master Trainers on STI and HIV/AIDS.
- Change HIV/AIDS awareness programs to HIV/AIDS training programs.
- Regular small programs around HIV like quizzes, games, etc.
- Encouraging the municipality to expand their workplace programmes to their contractual workers.

IMPLEMENTATION PLAN

In **2015/2016** another two awareness campaigns were conducted in order to make all employees of the Municipality aware of the HIV/AIDS Policy in the workplace.
On **20 November 2015** a Health Wellnessday was held for all the municipal workers which include Voluntary Counseling and Testing on HIV and Aids.

A session was held to advocate the building of the capacity of the subcommittee, and training was given to Peer Educators in all Departments of the Municipality in HIV/AIDS education and counseling.

6.4.7 STAFF RECRUITMENT AND RETENTION POLICY

To build capacity and recruit critical and scarce skills the municipality participate in several Internship and Learnership Programmes.

Interns are encouraged to apply for vacant posts to absorb them. Where the required skills are internally available, vacancies are advertised for internal candidates only to promote upward mobility in order to retain staff.

Long Service bonuses are also paid to retain staff.

The staff turn-over rate

Turn-over Rate			
Details	**Total Appointments as of beginning of Financial Year**	**Terminations during the Financial Year**	**Turn-over Rate***
	No.	**No.**	
2013/2014	848	62	7.31%
2014/2015	820	88	10.73%
2015/2016	843	75	8.9%
2016/2017			

Table 12- The staff turn-over rate

6.4.8 ANTI-FRAUD AND CORRUPTION STRATEGY (See Annexure J)

6.4.8.1 APPROVAL

Dawid Kruiper Municipality is a merger of the former //Khara Hais and Mier Municipalities**.** Currently the strategy has not yet been approved by the new Council, it is still in a draft form and will first be workshopped to the new Council in January 2017 and thereafter be presented to Council in **January 2017** for approval.

6.4.8.2 OBJECTIVE

Dawid Kruiper Municipality has a quest and strive of zero tolerance to farud and corruption. The municipality has a dedicated established Anti-Fraud and Corruption unit established. All employees are expected to act within the confines of legislation/policies that govern their immediate workspace and the municipality at large. Employees will act in a professional, ethical, responsible and accountable manner when they execute their function or duties, by so doing they will ensure a diligent admnistration. Opportuntiy for fraud and corruption to happen will be denied, by ensuring that internal controls are in place, leadership is given, oversight occurs, monitoring and evaluation occur(s). The newly established Anti-Fraud and Corruption unit will work hand in glove with internal units like Audit and Risk Managenent, Municipal Security and law enforcement. And with External law enforcement agencies like the Hawks, SAPS etc.

6.4.8.3 COMPONENTS OF THE PLAN

The main principles of the Fraud and Corruption Prevention are the following -

- Creating a culture which is intolerable to corruption / fraud
- Deterrence of corruption and fraud
- Preventing corruption/fraud which cannot be deterred
- Detection of corruption/fraud
- Fraud prevention plan/strategy
- Investigating reported and/or detected corruption/fraud
- Taking appropriate action against fraudsters. e.g. prosecution, disciplinary action
- Applying sanctions, which include redress in respect of financial losses

6.4.8.4 FRAUD AND CORRUPTION PREVENTION PLAN (See Annexure J)

For effective implementation of the Fraud and Corruption Strategy, a plan will be developed with detailed procedures on how to implement the strategy. The actions/outputs set on the plan are focused at mitigating the risk of fraud and corruption in the Municipality. The plan will encompass at most the following;

- Fraud Risk Assessment
- Monitoring Process
- Awareness

The number of cases reported, number of cases investigated and won and/or lost in a financial year, over the last three years will be reflected in the table below.

Year	Cases reported		Cases investigated/action taken	
	Fraud & Corruption		**Fraud** & Corruption	
2009	1		1	
2010	5		4	
2011	5		4	
2012	1		1	
2013	1		1	
2014	2	1	2	**1**
2015	5	1	5	**1**
2016				

Table 13 – Reported cases

6.4.9 ORGANOGRAM (See Annexure J)

A new organogram was approved on **7 October 2016** by the municipality to address its human capital needs for the next 5 years. Provision is made in the budget of each year for filling of vacancies as planned. All critical funded vacancies are filled in the financial year that the post becomes vacant.

6.4.10 AUDITOR GENERAL REPORT

6.4.10.1 AUDIT REPORT

//KHARA HAIS MUNICIPALITY

Over the last three years, the municipality made huge improvements in their effort to obtain a clean audit report. In the 2011/2012 financial year the municipality regressed, and obtained a disclaimer from the Auditor General. In the 2012/2013 financial year the municipality improved to a qualified audit report and in the 2013/2014 financial year, the municipality received an unqualified report with other matters.

The other matters decreased even further in the 2014/2015 financial year. Even though the non - compliance matters increased from the 2014/2015 to the 2015/2016 financial years, the audit outcome remained as unqualified with other matters.

MIER MUNICIPALITY

Mier municipality received qualified audit reports for both the 2014/2015 as well as the 2015/2016 financial years.

6.4.10.2 AUDITOR GENERAL'S UNQUALIFIED REPORT WITH OTHER MATTERS 2015/2016

//KHARA HAIS MUNICIPALITY

The Auditor General expressed that the financial statements present fairly, in all material respects, the financial position of Dawid Kruiper municipality as at 30 June 2016, and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the MFMA and DoRA.

MATTERS THAT WERE EMPHASIZED ARE:

Restatement of corresponding figures

As disclosed in note 35 to the financial statements, the corresponding figures for 30 June 2016 have been restated as a result of an error discovered during 2016 in the financial statements of the municipality at, and for the year ended, 30 June 2015.

IRREGULAR EXPENDITURE

As disclosed in note 37.8 to the financial statements, the municipality incurred irregular expenditure of R17 424 374 (2015: R8 814 043) during the year under review mainly due to non-compliance with supply chain management requirements. The total amount of irregular expenditure recorded in the annual financial statements at 30 June 2016 amount to R13 643 938 (2015: R75 083 2019).

UNAUTHORISED EXPENDITURE

As disclosed in note 37.10 to the financial statements, the municipality incurred unauthorised expenditure of R36 052 699 (2015: R25 766 287) during the year under review due to overspending of votes. The total amount of unauthorised expenditure recorded in the annual financial statements at 30 June 2016 amount to R36 052 699 (2015: R26 951 153).

ADDITIONAL MATTERS:

PREDETERMINED OBJECTIVES

No material findings were identified on the usefulness and reliability of the reported performance information for the selected development priorities.

COMPLIANCE WITH LEGISLATION

The main areas of non-compliance by //Khara Hais municipality was as follows:

FINANCIAL STATEMENTS, PERFORMANCE AND ANNUAL REPORTS

The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of current assets and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.

PROCUREMENT AND CONTRACT MANAGEMENT

Invitations for competitive bidding were not always advertised for a required minimum period of days, in contravention of SCM regulation 22(1) and 22(2).

EXPENDITURE MANAGEMENT

Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.
Reasonable steps were not taken to prevent unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA.

REVENUE MANAGEMENT

An effective system of internal control for debtors and revenue was not in place, as required by section 64(2) (f) of the MFMA.

INTERNAL CONTROL

The Auditor General considered internal control relevant to the audit of the financial statements, the performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.

LEADERSHIP

- The leadership did not take appropriate action with regard to a lack of controls in the finance and supply chain management directorates, resulting in non-compliance with applicable legislation.
- Leadership did not sufficiently monitor management's compliance with laws, regulations and internally designed policies and procedures. As a result, significant non-compliance issues were noted.

FINANCIAL AND PERFORMANCE MANAGEMENT

The financial statements contained material misstatements that were corrected during the audit process. This is an indication that regular, accurate and complete financial reports that are supported and evidenced by reliable information were not prepared.

GOVERNANCE

A risk management strategy was developed and a comprehensive risk assessment was conducted by the risk management department. Certain errors still occurred due to risks that were not effectively managed.

MIER MUNICIPALITY

Mier municipality received a qualified audit opinion for the 2015/2016 financial year.
The basis for the qualified opinion is as follow:

REVENUE FROM EXCHANGE TRANSACTIONS

The Office of the Auditor General was unable to obtain sufficient appropriate audit evidence for service charges included in the annual financial statements, as all consumers were not billed during the current and prior year. The Office of the Auditor General was unable to confirm the service charges by alternative means. Consequently, they were unable to determine whether any adjustment relating to the services charges stated at R 2 896 179 (2015: R2 680 118) in the annual financial statements was necessary.

TRADE RECEIVABLES FROM EXCHANGE TRANSACTIONS

The municipality did not charge interest on arrear consumer accounts, as required by the MFMA section 64. The Office of the Auditor General was unable to quantify the amount of the misstatement on the annual financial statements for the current and prior year as it was impracticable to do so, consequently trade receivables from exchange transactions are understated with an undetermined amount. Additionally, there is a consequential impact on revenue from exchange transactions and accumulated surplus for the period.

TRADE RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS

The municipality did not charge interest on arrear consumer accounts, as required by the MFMA section 64. The Office of the Auditor General was unable to quantify the amount of the misstatement on the annual financial statements for the current and prior year as it was impracticable to do so, consequently trade receivables from non-exchange transactions are understated with an undetermined amount.

Additionally, there is a consequential impact on revenue from exchange transactions and accumulated surplus for the period.

MATTERS THAT WERE EMPHASIZED ARE:

SIGNIFICANT UNCERTAINTIES

With reference to note 51 to the financial statements, the municipality is the defendant in several lawsuits. The ultimate outcome of the matters cannot presently be determined and no provision for any liability that may result has been made in the financial statements.

RESTATEMENT OF CORRESPONDING FIGURES

As disclosed in note 39 to the financial statements, the corresponding figures for 30 June 2015 have been restated as a result of an error discovered during 2016 in the financial statements of the municipality at, and for the year ended, 30 June 2015.

GOING CONCERN

The Statement of Financial Position indicates that the municipality's current liabilities exceeds its current assets with R13 161 099 as at 30 June 2016. This condition, along with other matters as set forth in the note 56, indicate the existence of a material uncertainty that may cast significant doubt on the municipality's ability to operate as a going concern.

UNAUTHORISED EXPENDITURE

As disclosed in note 45.01 to the financial statements, the municipality incurred unauthorised expenditure of R11 593 555 (2015: R8 269 459) during the year under review due to overspending of votes. The total amount of unauthorised expenditure recorded in the annual financial statements at 30 June 2016 amount to R70 614 246 (2015: R59 020 692).

IRREGULAR EXPENDITURE

As disclosed in note 45.3 to the financial statements, the municipality incurred irregular expenditure of R5 032 763 (2015: R23 552 712) during the year under review mainly due to non-compliance with supply chain management requirements. The total amount of irregular expenditure recorded in the annual financial statements at 30 June 2016 amount to R55 494 373 (2015: R50 461 610). In addition, the full extent of irregular expenditure is still in the process of being determined.

FRUITLESS AND WASTEFUL EXPENDITURE

As disclosed in note 45.2 to the financial statements, the municipality incurred fruitless and wasteful expenditure of R476 354 (2015: R386 504) during the year under review mainly due to interest on late payment of suppliers. The total amount of fruitless and wasteful expenditure recorded in the annual financial statements at 30 June 2016 amount to R1 924 138 (2015: R1 447 784).

ADDITIONAL MATTERS

PREDETERMINED OBJECTIVES

The measurability of important planned targets and indicators could not be assessed due to lack of technical indicator descriptions, proper systems and processes and formal standard operating procedures or documented system descriptions.

COMPLIANCE WITH LEGISLATION

STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT

The municipality did not establish a performance management system as required by section 38(a) of the MSA or the Municipal planning and performance management regulation (8).
The performance of the municipality was not assessed during the first half of the financial year, as required by section 72(1)(a)(ii) of the MFMA.

CONDITIONAL GRANTS RECEIVED

The municipality did not evaluate its performance in respect of programmes funded by the Municipal Infrastructure Grant allocation, as required by section 12(5) of the Division of Revenue Act. The municipality did not evaluate its performance in respect of programmes funded by the EPWP Grant allocation, as required by section 12(5) of the Division of Revenue Act.

FINANCIAL STATEMENTS, PERFORMANCE AND ANNUAL REPORTS

The annual performance report was not prepared for the financial period under review, as required by section 46 of the MSA.

The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of non-current assets, current assets, liabilities, and revenue, expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected and the supporting records were provided subsequently, but the uncorrected material misstatements resulted in the financial statements receiving a qualified audit opinion.

PROCUREMENT AND CONTRACT MANAGEMENT

Goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of by SCM regulation 17(a) and (c).

Bid adjudication committees were not always composed in accordance with SCM regulation 29(2).

Contracts were awarded to bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by SCM regulation 13(c).

Contracts were awarded to providers whose tax matters had not been declared by the South African Revenue Service to be in order, in contravention of SCM regulation 43.

HUMAN RESOURCE MANAGEMENT AND COMPENSATION

The competencies of the chief financial officer, head of supply chain, financial and supply chain management officials were not assessed in a timely manner in order to identify and address gaps in competency levels as required by Municipal Regulations on Minimum Competency Levels 13.

The municipality did not develop and adopt appropriate systems (policies) and procedures to monitor, measure and evaluate performance of staff in contravention of section 67(d) of the Municipal Systems Act

The municipal manager and senior managers directly accountable to the municipal

manager did not sign performance agreements, as required by section 57(2)(a) of the Municipal Systems Act.

EXPENDITURE MANAGEMENT

Reasonable steps were not taken to prevent unauthorised, irregular, fruitless and wasteful, as required by section 62(1)(d) of the MFMA.

REVENUE MANAGEMENT

An adequate management, accounting and information system which accounts for revenue and debtors was not in place, as required by section 64(2)(e) of the MFMA.

An effective system of internal control for debtors and revenue was not in place, as required by section 64(2)(f) of the MFMA.

Revenue due to the municipality was not calculated on a monthly basis, as required by section 64(2)(b) of the MFMA.

Interest was not charged on all accounts in arrears, as required by section 64(2)(g) of the MFMA.

Accounts for service charges were not prepared on a monthly basis, as required by section 64(2)(c) of the MFMA.

CONSEQUENCE MANAGEMENT

Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) of the Municipal Finance Management Act.

Irregular, fruitless and wasteful expenditure incurred by the municipality was not

investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the Municipal Finance Management Act.

INTERNAL CONTROL

The Office of the Auditor General considered internal control relevant to their audit of the financial statements, annual performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for qualified, the findings on the annual performance report and the findings on compliance with legislation included in this report.

LEADERSHIP

Senior management and the accounting officer did not adequately address internal and external audit findings in a timely manner. The municipality failed to properly analyse control weaknesses and implement appropriate follow-up actions that adequately addressed the root cause.

Senior management and the accounting officer of the municipality did not set the correct tone at the top. Senior management did not adhere to internal controls, which resulted in various instances of irregular, fruitless and wasteful and unauthorised expenditure being incurred and other material misstatements in the financial statements, not detected by management.

Actions plans to address prior year audit findings were not effectively implemented by the leadership of the municipality resulting in the reoccurrence of material misstatements in the annual financial statements and unresolved matters from prior year audits, affecting the auditor's opinion.

FINANCIAL AND PERFORMANCE MANAGEMENT

Weekly and monthly reconciliations were not always adequately prepared for financial items during the year including payroll, payables, receivables and property, plant and equipment. As a result, a number of errors in the reconciliations were identified by the external auditors.

The annual performance report was not prepared and submitted for audit. This was due to staff members within the reporting units not fully understanding the performance information requirements for audit purposes.

Management did not review the financial statements, to ensure the achievement of fair presentation, this resulted in material amendments to the financial statements.

GOVERNANCE

Leadership does not act on a timeous basis to internal audit's recommendations or reports thereby impacting their effectiveness as an assurance provider to the leadership of the municipality. In addition, internal audit is not fully equipped with adequate human resources, due to capacity constraints within the unit, this role may negatively impact on the achievement of their annual internal audit plan.

The municipality operated without an audit committee for the first quarter of the financial period. The audit committee is imperative to ensure the proper implementation and monitoring of internal control.

6.5 FINANCIAL VIABILITY AND MANAGEMENT

6.5.1 COMPLIANCE

A financial plan (Appendix I) has been compiled compliant with section 26(h) of the MSA. The financial plan includes actual capital and operating revenue and expenditure for the 2015/2016 financial year (audited by the Auditor-General) and capital and operating revenue and expenditure estimates for the current financial year (2016/2017) and for the next three financial years (2017/2018 to 2019/2020). It also includes budget assumptions on which these budgets have been compiled. The financial plan also includes a financial strategy and information on financial management policies. All budget related policies reviewed and approved by Council as part of the budgeting processes can be found on the municipality's website

6.5.2 EXPENDITURE

6.5.2.1 CAPITAL BUDGET ACTUALLY SPENT IN 2015/2016

//KHARA HAIS MUNICIPALITY

The actual capital expenditure for 2015/2016 amounted to R 40,136,085 which represented 78.1% of the 2015/2016 adjusted capital budget. This capital expenditure was funded with own funds (R 14,797,031 or 36.87% of capital revenue), grants (R 25,339,053 or 63.13% of capital revenue) and external loans (R 0 or 0.00% of capital revenue). Capital expenditure increased from 48.9% of the 2012/2013 adjusted capital budget to 64.51% of the 2013/2014 adjusted capital budget and to 95.01% of the 2014/2015 adjusted capital budget, but decreased to 78.1% of the 2015/2016 adjusted capital budget. Council approved a revised organogram during January 2014 that split the Directorate Infrastructure Development into three directorates respectively, namely Electro Mechanical Engineering Services, Civil Engineering Services and Development and Planning. This was done to build further capacity within these three directorates. The 95.01% of the 2014/2015 adjusted capital budget that was spent proves that the splitting of the Directorate Infrastructure Development indeed yielded positive results.

MIER MUNICIPALITY

The actual capital expenditure for 2015/2016 amounted to R10, 423,437 which represented 77.83% of the 2015/2016 adjusted capital budget. No capital expenditure was funded with own funds for the 2015/2016 financial year. Capital expenditure increased from 69.25% of the 2013/2014 adjusted capital budget to 90.60% of the 2014/2015 adjusted capital budget and then decreased to 77.83% of the 2015/2016 adjusted capital budget. The reason for the decrease was the additional funding received form MIG,that was not spent on 30 June 2016.

The 2016/2017 approved adjusted capital budget expenditure amounts to R 89,880,514.00 and the percentage of expected actual capital expenditure is targeted to be at least the same when compared with the 95.01% of 2015/2016.

6.5.2.2 ABILITY TO IMPLEMENT THE 2013-2017 IDP

The 2017/2018 capital budget expenditure amounts to R 91,816,543 and the percentage of expected actual capital expenditure will be in the region of 95% or higher. The budgeted capital expenditure is to be funded with own funds (R 33,536,978 or 36.53% of capital revenue), grants (R 48,279,565 or 52.58% of capital revenue) and external loans (R 10,000,000 or 10.89% of capital revenue).
Information on the projected capital expenditure and its funding sources for the 2018/2019 and 2019/2020 indicative financial years can be found in paragraph 1.9 of the attached financial plan.

Dawid Kruiper municipality is currently experiencing financial constraints and as a result we only focussed on projects that the municipality have the resources to execute.The capital expenditure programme needs however exceed the available financial resources of the municipality by far.

The capital expenditure programme needs are far greater than available sources of finance and all identified needs cannot be met in the next three financial years. Capital projects must therefore be prioritised carefully to ensure that available sources of finance are used where it will have the most desired outcome in improving the quality of life of its citizens.

In paragraph 1.9 of the attached financial plan the dependency on grant revenue from national and provincial government, are discussed extensively.

6.5.3 ALIGNMENT

The capital and operating expenditure needs identified in the IDP can only be addressed with available financial resources (tariff charges, other own revenue, grants and external loans). Care should be taken that prioritised needs identified in the IDP only refer to and are linked to realistically anticipated sources of revenue as reflected in the medium term revenue and expenditure framework (MTREF) or so-called budget documentation.
Grants reflected in the MTREF are DORA allocations from the national fiscus and gazetted allocations in the Provincial Gazette from provincial government's budget.

6.5.4 THE AUDITOR GENERAL

//Khara Hais Municipality received a qualified audit opinion for the 2008/2009 financial year from the Auditor-General. For the 2009/2010 and 2010/2011 financial years the Auditor-General gave a financially unqualified audit opinion with findings. //Khara Hais Municipality received a disclaimer audit opinion for the 2011/2012 financial year and a qualified audit opinion for the 2012/2013 financial year. We received an unqualified audit opinion with findings from the Auditor-General for the 2013/2014 financial year. The other matters decreased even further in the 2014/2015 financial year, when //Khara Hais municipality again received an unqualified audit opinion. The unresolved audit findings decreased from 58 for the 2013/2014 financial year to 30 for the 2014/2015 financial year. //Khara Hais municipality yet again received an unqualified audit opinion with findings from the Auditor-General for the 2015/2016 financial year. The unresolved audit findings decreased from 30 for the 2014/2015 financial year to 20 for the 2015/2016 financial year. Mier municipality received a qualified audit opinion for the 2014/2015 as well as the 2015/2016 financial year.

With regard to the findings raised by the Auditor-General an audit outcome recovery plan (AORP) with the required interventions was developed. The AORP (Annexure I) with its interventions forms part of Chapter 6 of the 2015/2016 Annual Reports of both Nier and //Khara Hais municipalities. The 2015/2016 Annual Financial Statements, the 2015/2016 Auditor-General's Audit Report and the AORP with the required interventions can be found on the municipality's website (**www.dkm.gov.za**).

With the exception of the ZF Mgcawu District Municipality who received a clean audit opinion for the 2015/2016, 2014/2015, 2013/2014 as well as for the 2012/2013 financial year; all other audit opinions for the district municipality and the other local municipalities in the district the last three financial years were either disclaimer or qualified audit opinions.

6.5.5 GENERAL

6.5.5.1 LONG TERM FINANCIAL STRATEGY (ALIGNED WITH DEVELOPMENT STRATEGIES)

The Long-Term Financial Strategy is discussed extensively in paragraph 1.3 of the attached financial plan. It contains a financial framework and strategies talking to revenue adequacy and certainty; cash / liquidity position; sustainability; effective and efficient use of resources; accountability, transparency and good governance; equity and redistribution; development and investment; macro-economic investment; borrowing; revenue raising strategies; asset management strategies and programmes; financial management strategies and programmes; and, capital financing strategies and programmes.

6.5.5.2 OBSERVATIONS IN RELATION TO OWN REVENUE GENERATION AND DEBT COLLECTION ANALYSIS

Paragraph 1.2.2(a) to (c) of the attached financial plan (Annexure I) supplies information on our debtor's turnover ratio and revenue collection percentages for the last few financial years and projections for the next three years. The revenue collection percentages the last three years are as follow:

//Khara Hais municipality: 2015/16 – 93%
2014/15 – 96%
2013/14 – 99%

Mier municipality: 2015/16 – 37.05%
2014/15 – 34.68%
2013/14 – 41.44%

The main defaulters were residential consumers. We are slowly but surely managing to get government departments to honour their commitments. Our cash and liquidity position is very important for us in ensuring that sustainable services can be delivered to our citizens.

6.5.5.3 REVENUE AND EXPENDITURE PROJECTION OVER THE NEXT THREE YEARS (INCL DORA, SERVICES, OTHER RESOURCES, LOANS)

REVENUE

Total operating revenue (capital transfers and contributions excluded) forecasted for the 2017/18 financial year amounts to R 640,547,334 compared with the projected operating revenue of R 613,112,069 for the 2016/17 financial year. The operating revenue forecasts a decrease of 0.44% in year two and an increase of 4.31% to R 665,237,003 in year three.

Dawid Kruiper' main operating revenue source is their electricity sales of R 274,112, 834 that represents 42.79% (Figure 1.1 of attached Financial Plan) of total operating revenue for the 2017/18 financial year. This source of revenue is projecting an income of R 282,965,941 by year three. This trading service produces the much needed profits to subsidise community services to be funded through property rates. Electricity tariffs over the same period increased at a slower rate than the bulk purchases from Eskom increased. Taking the high salary bill increases also into consideration, the gap between turnover and expenses is closing slowly but surely and is a threat to local government as a whole.
Property rates of R 97,249,233 are the second highest operating revenue source and represents 15.18% of total operating revenue. This revenue source increases to R 100,840,724 by year three. Care should be taken to not over burden rate payers with this unpopular source of revenue. It is difficult to get rid of a label that a municipality is an over-taxed enterprise and there are lots of examples in history where investors moved to other areas where property tax levied are seen to be reasonable.
The third highest operating revenue source is government grants with an amount of R 90,383,965 that represents 14.11% of total operating revenue. The bulk of this grant amount consists of the equitable share for the provision of free basic services to indigent households and the payment of the out of pocket allowances to the ward committee members, to name a few.

Water represents 10.34% or R 66,225,849 of total operating revenue followed by sanitation revenue (5.34%) and refuse revenue (4.63%).

EXPENDITURE

Total operating expenditure forecasted for the 2017/18 financial year amounts to R 663,045,792 compared with the projected operating expenditure of R 657,041,853 for the 2016/17 financial year. The operating expenditure forecasts an increase of 7% and 5 % to R 742,301,987 in year three.

Dawid Kruiper' main operating expenditure type is their employee related costs of R 259,649,864 that represents 39.16% (Figure 1.3 of attached Financial Plan) of total operating expenditure for the 2017/18 financial year. However when deducting non cash items from the total operating expenditure, the employee related costs as a % of the total operating expenditure increases to 44.96%. The national norm for employee related costs is 35%. It therefore means that the municipality's employee related costs is 9.96% or R 57,520,195.20 more than the allowed norm.This expenditure type is projecting an expenditure of R 286,985,196 by year three.

The second highest operating expenditure type is bulk water and electricity purchases with an amount of R 177,976,000 that represents 26.84% of total operating expenditure. This expenditure type increases to R 208,346,040 by year three. As mentioned before bulk electricity purchases grow at a higher percentage than the percentage in electricity tariff increases. Care should be taken to not over burden rate payers with this expenditure type.

The third highest operating expenditure type is depreciation and asset impairment with an amount of R 80,533,792 that represents 12.15% of total operating expenditure. This expenditure type increases to R 92,607,895 by year three.

Other expenditure (including repair and maintenance costs) representing R 77,501,287 are the fourth highest operating expenditure type and represents 11.69% of total operating expenditure.

6.5.5.4 CHALLENGES

(Focussing on cash flow plan (Budget), employee cost, repairs and maintenance, debt management etc.)
A strategic response to identified challenges (Incl. short to long term mechanisms) to control staffing costs, reduction of the cost of long term debt considering the available interest rate, etc

6.6 LOCAL ECONOMIC DEVELOPMENT

6.6.1 ECONOMIC ANALYSIS

6.6.1.1. LED STRATEGY (See Annexure D)

LED Strategy was adopted by Council of the former //Khara Hais municipality in **November 2010**. The LED strategy forms the link between sustainable livelihoods and economic activities.

Development objectives in the LED strategy seek to address poverty and unemployment, and economic development through e.g. an enabling environment for the advancement of LED activities; addressing youth related social-economic issues; accelerate the roll out and effective implementation of High Impact Projects and Investment; and Identification and upgrading of new tourism projects and facilities.

This LED strategy is aligned with the National, Provincial and District policies and legislation. The SDF and the LED Strategy aims at broadening the economic base**:** An important development principle underlying economic development is to contribute towards the achievement of sustainable development. The LED strategy therefore addresses the challenge to balance the 'triple bottom line' imperatives of economic efficiency, human well-being and environmental integrity.

Currently the ZF Mcgawu District Municipality is in the process of reviewing their LED & Tourism Strategies. This will assist Dawid Kruiper Municipality with an integrated approach when the new Strategy is compilied.

The compilation of the LED strategy is currently in its last phase for integration and alignment with Provincial and national priorities and will be adopted during May 2017.

6.6.1.2 THE LOCAL ECONOMIC PROFILE DEVELOPMENT CONSTRAINTS AND STRENGTHS

Key constraints/problems/issues in terms of the development of Dawid Kruiper Municipality include a *shortage of job opportunities and job creation* in the area. The natural resource base and economy does not have the capacity to support the total population, forcing the labour force to seek employment opportunities outside of the Municipality (e.g. Kimberley), etc. Furthermore low levels of income obtained in the area imply low levels of buying power and, therefore, few opportunities for related activities such as trade. This in turn also supports the leakage of buying power.

With regards to the socio-economic characteristics of the local population, the employment rate for the Municipality is relatively high, with as much as 75% of people of working age who are actively seeking employment being able to secure a job. However, the majority of the employed population is found in elementary occupations, which require *little or no skills*. This is also reflected in the low education levels of the local population, with as much as 12% of the population aged 20 years and older having no form of education whatsoever. This, to some extent, constrains the development potential of the Municipality in the development of more advanced industries. The level of employment and type of occupations taken up by the population of the Municipality also directly affects their income levels.

The Municipality's economy is rather centred on the *trade and retail sector*, due to its strong tourism sector, leaving the local economy fairly vulnerable for any significant changes in this industry. It is, therefore, important that the Municipality seeks to further diversify its economy into other sectors. Furthermore, the manufacturing sector of the municipality is one of the lowest performing sectors of the local economy. This sector has the potential to generate significant growth for the region, and Dawid Kruiper Municipality is experiencing a lack of manufacturing

activities. As a result much in the municipality has to be sourced from outside of the municipal boundaries, resulting in money flowing out of the local economy.

Due to the unique spatial manifestation of the municipality, both the first and second economy is mostly located around the CBD and farms. Upington has a well-defined business centre with numerous residential areas. Secondary activities in the study area are mainly light industrial, warehousing, and light engineering works.

Main traffic routes connect Upington, the hub of activities in the region, to cities like Kimberley, Johannesburg, Cape Town and Namibia. Upington also serves as the 'Portal' to Namibia and vice versa, the 'Frontier' to the Kalahari and the Kgalagadi Transfrontier Park, the 'Oasis' in the desert', the Agricultural hub of the Northern Cape, and the 'Portal to the Kalahari's hunting ground. Furthermore, two major national parks are situated within a few hours' drive from Upington.

Agricultural activities take up portions of land abutting the Orange River in the Municipality. The Agricultural sector is important to the local economy and therefore represents an emerging strength for the Municipality, which creates further opportunities for expansion, as well as the development of linkages with other sectors of the economy, creating further opportunities for job creation. The White Paper on Agriculture (1995) highlights the fact that existing and emerging farmers and agri-businesses in the area should be supported, and the Northern Cape's AAPSS and PGDS state that new technologies should be investigated where applicable to maximise production outputs.

MINING SECTOR

Due to the deep sand covering, little was before known about the possible mineral riches of the area. The most information was received through boreholes, mainly aimed at water provision. Recently DBSA, however, did a feasibility study on the potential of mining, and specifically diamond mining, in the Rietfontein area. The study indicated that several minerals can be found in the area, with different potential levels for mining. Diamonds were already recovered from the Kimberlite-pipe, almost 1 km east of Rietfontein. The Study further indicated that the pipe and subsequent mine development holds major economic potential for the area with a lifespan of more than 20years before rehabilitation need to start.

The appearance of quartz at Hakskeenspan and uranium at Koppieskraal, was previously tested as uneconomical for mining purposes. Possibilities for coal and turbanite exist in the Kgalagadi Transfrontier Park, while limestone also appears in some places. With the information available, it seems hence that only the diamonds and diatom has possible economic potential.

Another potential which has not yet been investigated is the economic spin-offs from current as well as future salt mining on the salt pans in the Municipal Area.

The Mier Area is predominantly extensive stock and game farming area. Currently sheep farming is probably the most important farming activity. Other farming activities such as cattle, donkeys, mules, goats and game are currently secondary in the area.
Sheep as the most important farming activity is marketed either locally at auctions in Loubos and Askham, or per road transported to auctions in Upington, or for slaughtering in Upington and Groblershoop.

Game is mainly marketed seasonally as "biltong"-hunting for hunters from outside of the area. The current game farming forms an important source of income, for the Mier Council, through council owned game farms. Two of the farms owned by the !Khomani San Association already have established game and could also be utilised as a game farm.

At Loubos and Philandersbron irrigated land is available, which were used in earlier years during good rainy seasons. Two conserving dams were built for this purpose, as well as a canal system which is currently in a poor condition. Products from the irrigated land were mainly used for own consumption.

The potential of the area and its people; the average income of farmers in Mier is below the average in comparison to the average of South Africa. The current

income of the farming community could improve visibly, if the typical problems in the area could be addressed.

It is important to note that there is a definite shift amongst commercial farmers on the Botswana border to change from stock farming to game farming, due to the change in weather conditions and the poor access to water for the stock.

The manufacturing sector of the economy is not currently performing well. However, given the good agricultural base, opportunities for the expansion of the manufacturing industry exists through agro-processing and other activities. The local manufacturing sector also has a lot of potential for expansion and diversification, and the NCPGDS and the Dawid Kruiper IDP suggests that funds be invested in this sector.

The NCMS has identified Upington as one of the pockets of manufacturing capability in the Northern Cape, and suggests that the Dawid Kruiper Local Municipality and other stakeholders focus on the upliftment of the local manufacturing sector. Labour-based production methods should be favoured, as this will ensure employment in the local economy and will result in the upliftment of the local community.

Upington Airport has been identified as an alternative or supplement for the O.R Tambo International Airport for cargo traffic, as there is less congestion and quicker airport turnaround times, shorter-to-market timeframes which would enhance product freshness by one day, and improved supply-chain performance, therefore offering greater benefits for cargo airlines and both importers and exporters of goods. The uncommonly long runway and the strategically advantageous location of the Upington Airport make it ideal to serve the African continent. An adequate volume of cargo is generated in the Western and Eastern regions of South Africa and Namibia to warrant the establishment of a cargo hub at Upington.
Due to this, the establishment of an Industrial Development Zone (IDZ) at the airport has been proposed to further enhance the strategic importance of the airport for the local, regional and provincial economy. The establishment of an SEZ (Industrial Development Zone) has since been canned. New IDZ's are only established at ports and bigger manufacturing hubs. Province together with municipalities is in the process of establishing SEZ's (Special Economic Zone) to ensure it coincide with the development of the airport as well as the Solar Park.

Khara Hais benefits from a potentially economically active population that comprises approximately 67% of the total population, which provides the Municipality with a large human resource base. This allows opportunities for development projects to involve and benefit local people. The age distribution of the Municipality's population also indicates a fairly young potential economically active population, necessitating development to focus on the youth

In terms of economic indicators, the Municipality also enjoys comparative advantages in all of the economic sectors, except mining, compared to the District. The Municipality should therefore capitalise on these advantages to further strengthen its position in the District. Furthermore, the fastest growing sectors in the Municipality were those of the agriculture, electricity and water, and mining sectors. The current growth occurring in these sectors should be exploited to ensure the creation of new job opportunities for local people.

The Table below shows the economically active population and the employment status of people in South Africa, the Northern Cape Province, the ZF Mgcawu District and the Dawid Kruiper Municipality.

After the amalgamation of Dawid Kruiper Municipality and Mier Municipality the Department of Economic Development and Tourism will help with the review of the LED Strategy for the one municipality.

The Tourism Plan must also be reviewed once the amalgamation process is completed.

Economically active population and employment status, 2007

	South Africa	Northern Province	Siyanda District	Dawid Kruiper Municipality
Employment status as percentage of potentially economically active population				
Potential Economically Active Population (Ages 15-64)	30 840 661	688 993	157 892	**67 127**
Employed	40%	39%	46%	**45%**
Unemployed	20%	18%	16%	**16%**
Not working / other	40%	43%	38%	**39%**
TOTAL	(100%) %	(100%) %	(100%) %	**(100%) %**
Employment status as percentage of economically active population				
Economically Active population	18 412 541	389 843	97 839	**40 894**
Employed	67%	69%	74%	**75%**
Unemployed	33%	31%	26%	**25%**
TOTAL	**(100%) %**	**(100%) %**	**(100%) %**	**(100%) %**

Table 14 Source: Stats SA, Community Survey 2007

In relation to the total labour force indicated by census statistics, 33% people living in the Mier area are employed.

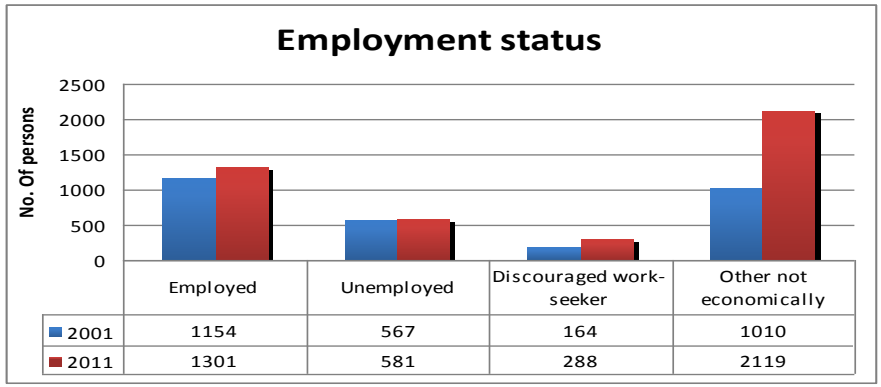


Table 15 Source: Statistics South Africa

6.6.1.3 STAKEHOLDER AND COMMUNITY INVOLVEMENT ON LED ACTIVITIES

The ZF Mgcawu Commercial Forum has been established. NOCCI is also a business Chambers and are invited to attend the Forum meetings. The LED Forum consists of the following participants: Government (Local & Provincial), Organised Business, SEDA, SAWEN, and Tourism & Agriculture.

The IDC Forum has also been established and the Senior Socio Economic Development Officer must attend the meetings.

Potential internal economic drivers for the Mier area include:

- The development of niche tourism markets that capture full value out of the special attributes of the area.
- The exploitation of the climate of the area for energy generation (sola power)
- Increased mineral beneficiation that unlocks manufacturing opportunities.
- Increased game farming

6.6.1.4 ADEQUATE CONSIDERATION OF SPATIAL ISSUES

The SDF indicates which type of development should be allowed in the Municipality, where it should take place, and how such development should be undertaken.

PROJECT A: SOLAR SPECIAL ECONOMIC ZONE

Council took a decision **(14/08/2014 Resolution)** that stipulates the following regard the development of the Solar Special Economic Zone:

Council in principle resolved to avail all the availbale municipal land as requested by die Office of the Premier for the purposes of establishing the SEZ in Upington. The developer of the SEZ will be responsible:

- To pay for the surveying of all land as well as any EIA processes.
- For the development of infrastructure of the land

The DTi will be responsible for the payment of Master Plan studies for the upgrading of connector services in respect of electricity, water and sewerage

services. Council also decided per resolution that the representatives from the Office of the Premier of the Northern Cape and DTi be granted the rights of access to the said available land.

The SEZ development initiative is driven by the Department of Trade & Industry (DTi).

PROJECT B: SOLAR PARK DEVELOPMENT

A Council Resolution was taken on 13/07/2014 reflecting the following:

Klipkraal Farm, Portion 451, was identified as the Upington Site and is both feasible and ready for implementation. EAI and Geotechnical studies showed that 1000 MW can be produced from this site with optimal PV/CSP ratios for peak demand. Transmission capacity of 500 MW will be available in 2017 with additional capacity available in 2022. This would allow for a phased approach in implementing the Solar Park to optimise on cash flow management.

These outcomes must be presented to Cabinet pursuant to the Minister's approval. Should Cabinet approve the recommendations, a detailed implementation and resource plan will be presented to the Provincial Executive Council and the Municipal Council.

The Solar Park development initiative is driven by the Department of Engergy (DoE).

6.6.1.5 STATISTICAL EVIDENCE SUPPORTING MAIN DEVELOPMENT THRUST

According to the Standard Industrial Classification (SIC), the Agriculture sector includes such activities as the growing of crops, market gardening, horticulture, farming of animals, forestry and logging and related services. Other sub-sectors of the Agricultural sector also include commercial hunting, game propagation and fishing.

AGRICULTURAL SECTOR

In Dawid Kruiper' jurisdiction there are 7 smaller rural settlements and various farms. Settlements include: Lambrechtsdrift, Karos, Leerkrans, Leseding, Raaswater, Sesbrugge and Klippunt, and Kalksloot. The inhabitants of these settlements are mainly reliant upon agricultural activities for their daily living. The Council has, in keeping with the land reform program of the State, availed 5500ha commonage known as Hondejag, Klipkraal and portions of the farm Olyvenhoudtsdrift and South, to provide needy, prospective farmers with grazing land for a total of ±4500 sheep. Formal lease agreements were signed.

TOURISM SECTOR

Upington is well situated as a base for exploration of the region, and has an outstanding infrastructure in the form of accommodation.

Various areas are classified as nature conservation areas. Spitskop Nature Reserve lies 13 km north of Upington. This nature reserve, of approximately 6 000 hectares, supports gemsbok, zebra, springbok, ostrich, eland, blue wildebeest, as well as smaller game, and can be viewed from a circular route running through the park. For the hiker, there are a variety of routes and distances that wind through the area. Other nature areas within the jurisdiction of Dawid Kruiper are Gariep Lodge and Uizip.

The Kalahari Oranje Museum Complex has the status of a regional- and provincial museum. It conserves cultural items and is exhibited as a community-focus point. The following national monuments have been declared:

- Roman Catholic Church in Le Roux Street (still in use)
- NG Mother Community in Schroder Street (still in use)
- Hortentia water mill
- Missionary complex in Schröder Street (building is being used as a museum).

Mier is any hunter's dream. The Mier municipality owns 30 000ha of game farms. These and other, privately owned game farms offer hunting opportunities and provide facilities for biltong making. Mier offers room to play for 4x4 enthusiasts. A 4x4 route stretches from Rietfontein to Pulai, while the red sands of the Mier town common are tempting.

Mier is further situated adjacent to one of the world's largest conservation areas, the Kgalagadi Transfrontier Park. The people of the Kalahari, renowned for their hospitality, love spoiling guests with traditional cuisine like roosterkoek, juicy Kalahari lamb dishes, melktert and, in season, the sought after n'abba or Kalahari truffle. The Tourism Plan must also be reviewed once the amalgamation process is completed.

CULTURAL TOURISM IN THE MIER AREA CONSISTS OUT OF:

!KHOMANI SAN

One of the world's ancient tribes, the !Khomani San, own farms in the Mier area. Members of the !Khomani San produce and sell authentic San weapons like bow and arrow and curios like beads made out of the shell of ostrich eggs or bags made out of animal skins.

The San were the first people who lived in Southern Africa thousands of years ago. Archeological research shows that 25 000 years ago they were hunter gatherers that practices rock art, ostrich egg shell beads, stone tools and bow and arrows. Today some of them still practice it for an income.

The San also practice tracking, telling old stories and traditional hunting on one of their farms that they won in a land claim in 1999. There is also a bush camp where one can sleep the night in the company of a tracker and guide and experience different activities.

The farms also have two heritage sites on that date back to the era before the Witdraai Police station was established. The grottos are a place where people were kept before jails were built. The tree where Skapie was shot dating back to the Nama German war in 1904 – 1908 can be visited in the company of a guide that tells the whole story. Skapie came to warn the San that the Germans were coming.

The San and the Basters met each other around 1860 in the Rietfontein area where the first Basters saw a haze of mist and traveled there to find a group of San, but the next day they were gone.

The beauty of nature and almost untouched environment is an important characteristic of the Mier area. The cultural inheritance of the inhabitants as an indigenous people group provides ample potential, especially in the eco-tourism industry. Therefore, the biggest asset of Mier is the rich culture and history of its people.

Various species of raptors nest in the majestic gray camel thorn tree. The white backed vulture is the most impressive of these. At Rietfontein, situated 3km from the Namibian border, diamonds were mined years ago. The fountain also boasts rich bird life.

KGALAGADI TRANSFRONTIER PARK

The Park was previously known as the Kalahari Gemsbok National Park and was proclaimed in 1931 mainly to protect migratory game, especially the gemsbok. During the late 1990's it was combined with the adjacent Gemsbok National Park in Botswana to form The Kgalagadi Transfrontier Park - one of the first in the world and the first in Southern Africa.

The Kgalagadi comprises an area of over 3,6 million hectares which is one of a very few conservation areas of this magnitude left in the world. Red sand dunes, sparse vegetation and the dry riverbeds of the Nossob and Auob show antelope and predator species off at a premium and provide excellent photographic opportunities. Kgalagadi could be considered a haven for birders especially when interested in birds of prey.

!XAUS LODGE

!Xaus Lodge, is a 24 bed thatched luxury lodge and has been crafted to blend into the landscape of this remote wilderness area. Situated on the red dunes of the

Kalahari it overlooks an enormous salt pan. The name of the lodge, !Xaus, meaning " Heart" in the Nama language and phonetically pronounced Kaus, derives from the shape that lies in the pan below the lodge. Of greater significance however is the spirit of reconciliation encapsulated by the name !Xaus. The lodge and its specific location is the positive outcome of a land settlement agreement reached between the South African Government and South African National Parks with the !Khomani San and Mier communities to whom the land originally belonged before its incorporation in 1931 into the then Kalahari Gemsbok National Park. The Lodge

opened in July 2007 as part of the Kgalagadi Park, is owned by the !Khomani San and Mier communities, and is the first fully catered luxury lodge to be located in the Park.

This landmark agreement has allowed traditional communities to regain their dignity and ownership of the land of their ancestors. Their desire to ensure responsible tourism to this ancestral land has led them to enter into an innovative partnership with South African National Parks, who have retained responsibility for the management of its environmental integrity and with Transfrontier Parks Destinations, who have been appointed as the tourism managers of the lodge and its activities. The !Khomani San and Mier, in their traditional spirit of community sharing, are now again able to welcome visitors to their own land and to share with them the magic aura of the Kgalagadi Transfrontier Park.

Dubbed "A place to experience and not merely observe", !Xaus Lodge offers visitors an opportunity to experience the scenic unspoilt splendour and the remoteness of the vast and arid Kalahari wilderness; to be drawn into the fascinating rituals, traditions and historical cultures of the Bushmen, the remarkable "first people" of southern Africa; and at the same time enjoy the comforts of a luxury lodge that captures the essence of the Kalahari.

Although the Tourism Sector in Mier Municipality has the natural resources to play a significant role in order to fulfil in the economy of the area, the sector is still not fully developed to its ultimate potential.

BUSINESS SECTOR

The central business district of Upington has developed gradually along the banks of the Orange River (then Gariep River) since the building of the mission station in 1873. Because of certain physical limitations like the Orange River in the east and the railway line in the north, the business district has expanded westwards.

Smaller suburban shopping centres are found in all residential areas. The suburban centres provide mostly in the day-to-day necessities of the surrounding residential areas.

Informal traders concentrate mainly on the central business district and on high activity nodes like taxi ranks, street crossings and main traffic routes.

Both industrial areas on the northern and the south-western sides of the town (Updustria & Laboria) have railway facilities. Although growth in these two areas has taken place gradually over a long period, the premises in Updustria are used to a 90% capacity; while in the case of Laboria 74% of premises are used. Although there are a large variety of industries, there is a shortage of manufacturing industries.

Any attempt to reposition Mier Area in the national spatial economy presents a major challenge. The area lacks a local market large enough to generate critical mass, making it difficult to compete against other centers such as Upington, Kimberley and Bloemfontein etc. One possibility is to seek to reconfigure the national transportation network so that traffic flows through the area:

- *This could be either or both north-south traffic (i.e. from Upington to Namibia) and east-west traffic (between Namibia to Botswana or Upington to Botswana). This would be extremely ambitious and is beyond the power of local stake-holders to effect. In the absence of such a repositioning of the local economy in this way, the long*-term prognosis for the area will remain bleak.
- If the benefits to the area and the national economy set off the costs of such a

reconfiguration, the efforts would be worthwhile.

The most effective course of action would be to up-skill residents so that they can participate more fully in the economy in other parts of the country and facilitate their finding homes/work in other areas.

6.7 SOCIAL SERVICES AND COMMUNITY FACILITIES

6.7.1 EDUCATION

The Dawid Kruiper Municipal area currently has 8 high schools and 30 primary schools. The following institutions of higher education have campuses or satellite campuses in the town:

- Upington College for Vocational Education
- Vaal Triangle University of Technology
- Universal College Outcomes
- Technikon SA (UNISA)

The following programmes and projects are currently implemented in the region:

6.7.1.1 EARLY CHILDWOOD DEVELOPMENT AND PRIMARY SCHOOLS

Six (6) ECD classrooms have been built in Paballelo alone. Two as per the following schools; Lukhanyiso P/S, Vela Langa P/S, and 2 ECDs at the Paballelo Primary school in Ward 13 in Paballelo which had been occupied by 01 April 2014 with accommodation for (66) ECD learners walking to Westerkim P/S. 2 ECD Structure at Paballelo Primary is additional to the 6mentioned but is still incomplete and thus not in use.

Two (2) double ECD class rooms have been built at both Rosendal P/S, Simbruner P/S and Keidebees P/S in 2013 which are in use.

Two (2) double ECDs were built at Vooruitsig P/S and completed in 2015; Normal classrooms may also be utilized,

Three (3) ECD classrooms have been built at Olyvenhoutsdrift P/S in 2012. In addition, an additional two (2) ECD classrooms are in use since April 2014 at Louisvale Primary School.

One (1) ECD classroom has been built at Fanie Malan in 2013. Mobile classrooms were provided to Oranje –Noord with another 2 mobile classrooms to be placed at Oranje-Noord P/S.

Two (2) new ECD class rooms had been completed in ward 10 with the necessary play equipment and indoor toilets for learners,
SC Kearns H/S currently has sufficient accommodation for high school learners and transport is available from the suburb. Vaalkoppies P/S has mobile ECD facilities, which currently addresses the need. A new Primary school in Louisvale Road with 2 ECD classrooms have been completed and can assist if the need exists.

6.7.1.2 SCHOOLS FEEDING PROGRAMME

The National Schools Feeding programme is implemented in all qualifying schools.

6.7.1.3 BACKLOGS

Some schools (Franciscus/Oranje-Oewer) still has asbestos class rooms. All asbestos/inappropriate structures will be replaced as per the programme of the Provincial and National Department of Education – 5-year plan

6.7.1.4 CHALLENGES

Landscaping / sports grounds – depends on raw water supplied to schools. Rates for water supplied to schools are too high to afford grass and trees on school premises.

Cleaning of areas around new schools (Ward 5 & 13) – Remove rubble.Street to new school in ward 13 – widen as per town plan; adjacent plots not marked according to town plan resulting into a very narrow access road to the new Paballelo school.

ABET classes offered – Numbers of ABET students currently enrolled at centres in Upington. Interested students may enrol at Westerkim P/S; Oranje-Oewer P/S or Paballelo H/S. A new centre for Louisvale had been be established in 2015 as a sub-capus of Oranje-Oerwer.

Access to school for children with learning disabilities – Westerkimn P/S provides remedial classes.
Viability study to build a school for skills in Upington.
In need of an English medium school.
In need of an extra high school.

6.7.1.5 FUTURE DEMANDS

Identifying and service land for the building of new schools in Rosedale, Upington Town, Paballelo, Raaswater, Ntsikilello, Karos – urgent as per Dept. 5-year plan. Karos is planned for the 2016/2017 financial year.

The viability to build a primary school with ECD facilities will be established and put on the 5-year Departmental structure plan for Ntsikilelo

Building of hall at Franciscus/Oranje-Oewer – will be put on 5-year infrastructure plan. Note that these schools have asbestos structures and will be rebuilt within the next 5 years upon which school halls may be included.

Below Table 15 Status of education facilities and interventions

SOCIAL SERVICES: EDUCATION						
Ward	Nu of people	Service Level				**Intervention required**
		ECD	Primary schools	High school	Tertiary institution	
1	6397	Westerkim	Westerkim New Rosedale P/S	AJ Ferreira	0	New Rosedale Primary School Major repairs and renovation to Westerkim P/S in 2016 - 2019 A new school is on the 4-year Departmental infrastructure plan Construction of Large Ablution at Westerkim has been identified as need. Repairs and Renovations has been identified as need at AJ Fereira.
2	7695	Simbruner Kiedebees	Simbruner Kiedebees	Carlton van Heerden	0	Major repairs and renovation to Simbruner P/S in 2018/2019 Asbestos/inappropriate structures will be replaced as per the programme of the Provincial and National Department of Education – 5-year plan Upgrading of computer centers at Carlton as need.
3	5328	Vooruitsig	Vooruitsig, Marcus Mbetha Sindisa Secure Care Centre	Saul Damon	0	1 Double ECD Classroom at Vooruitsig completed in 2015 Upgrading of computer centers at Saul Damon as need. Repairs and renovations as well as upgrading of special school – Marcus Mbetha
Ward	Nu of people	Service Level				**Intervention required**
		ECD	Primary schools	High school	Tertiary institution	
4	4714	0	0	0	0	Schools resides in ward 11
5	7121	Olyvenhoutsdrift Louisvale Prim School Leerkrans Intermediate	Olyvenhoutsdrift Louisvale Prim School	SC Kearns	0	In addition, an additional 3 ECD classrooms, ablution facilities and 5 classrooms were completed in 2014 at Olyvenhoudtdrift P/S and 2 ECDs st the new primary school. A new ABET centre for Louisvale had been established by 01 January 2015. Major repairs and renovation to SC Kearns H/S Hostel in 2018/2019

						Sanitation upgrade at Leerkrans I/S in 2016/2017
6	6910	Lukhanyiso P/S, Vela Langa P/S,	Lukhanyiso P/S, Vela Langa P/S,	Pabalello High	0	Major repairs and renovations planned for Vela Langa P/S in 2018/2019
7	3626	0	Prim- 0	0	0	Schools resides in ward 6 and 13
8	6791	Fanie Malan Oranje Noord	Voorpos Prim Oranje Noord	Upington High	Vaal UT UCO FAMSA	ECD classroom at Fanie Malan built in 2013 Another 2 mobile ECD classrooms to be placed at Oranje-Noord P/S Major repairs and renovation to Voorpos P/S and and Upington H/S Hostels in 2018/2019
Ward	Nu of people	Service Level				**Intervention required**
		ECD	Primary schools	High school	Tertiary institution	
9	6543	Uap Prim	Uap Prim	Duineveld	NC FET Upt	Major repairs and renovation to Duineveld H/S Hostels in 2018/2019
10	10256	Rosendal P/S	Rosendal P/S	0	0	2 new ECD classroom had been completed with the necessary play equipment and indoor toilets for learners
11	7538	Kalksloot P/S Franciskus P/S Oranje Oewer	Kalksloot P/S Franciscus P/S Oranje Oewer	0	0	Hall for Franciscus and Oranje Oewer will be put on 5-year infrastructure plan. Major repairs and renovation to Franciscus P/S, Kalksloot P/S in 2018/2019 Note that these schools have asbestos structures and will be rebuilt within the next 5 years upon which school halls may be included.
12	6636	Frank Biggs Swart More	Frank Biggs Swart More	0	0	Major repairs and renovation to Swarthmore P/S in 2018/2019 The building of new high school in Raaswater - urgent as per Dept. 5-year plan.
13	8350	Paballelo Primary school will open in the ward in April 2014,	Paballelo Primary school will open in the ward in April 2014,	0	0	The building of new high school in Paballelo– urgent as per Dept. 5-year plan.

6.7.2 HEALTH

MEDICAL FACILITIES

Dawid Kruiper Municipal area currently has two (2) hospital (one public and one private hospital) and fourteen (14) clinics. The Provincial Department of Health renders PHC Services to all areas.

The table below indicates the population that the health facilities have to accommodate and interventions to address the backlogs.

COMMUNITY FACILITIES					
Ward	Nu of people	Service Level			Intervention required
		Hospitals	Clinics	Other	
1	6397	Harry Surty Hos	Sara Strauss		
2	7695	Harry Surty Hos	Sara Strauss		
3	5328	Harry Surty Hos	Progress Clinic		
4	4714	Harry Surty Hos	Progress Clinic		
5	7121	Harry Surty Hos	Louisvale Clinic		
6	6910	Harry Surty Hos	Lingulethu Clinic		
7	3626	Harry Surty Hos	Lingulethu Clinic		
8	6791	Harry Surty Hos	Upington Clinic		
9	6543	Harry Surty Hos	Upington Clinic	Mobile Clinic Service Uap, Uitkoms	
10	10256	Harry Surty Hos	Sara Strauss		
11	7538	Harry Surty Hos	Kalksloot Clinic Askham Clinic		
12	6636	Harry Surty Hos	Raaswater Clinic	Mobile Clinic Service to Louisvaledorp. Leseding and Farm areas	
13	8350	Harry Surty Hos	Lingulethu Clinic		
14	5589	Harry Surty Hos	Leerkrans Clinic Karos Clinic Lambrechtsdrift Clinic	Mobile Clinic Service to Ntsikilelo	
15		Harry Surty Hos	Sara Strauss		
16		Harry Surty Hos	Rietfontein Satelite Clinics: Philandersbron Klein Mier Groot Mier	Mobile Clinic Service: Andriesvale Welkom Swartkopdam Noenieput	

Above: Table 16: Health facilities in respect of total population

6.7.3 SAFETY AND SECURITY

POLICE STATIONS

Four (4) police stations, a bomb squad, dog unit, search and rescue unit and a satellite police station provide services to the community.

6.7.3.1 PROGRAMMES AND PROJECTS

The SAPS running various programmes on monthly basis in communities. The programmes are inlign with government monthly themes.

6.7.3.2 BACKLOGS

The need to effectively curp crime and to enhance service delivery the need for satellite police stations at Kalksloot and Karos was identified.The building of a police station in Pabalello is currently under investigation.

6.7.3.3 FUTURE DEMANDS

To curb crime in the CBD and Taxi rank of Upington a CCTV system needs to be implemented. Different stakeholders were approached and the businesses give positive feed back on funding this project.

The building of a formal police station in Pabalello and the establishment of satellite stations in Kalksloot and Karos will address the existing backlogs and provide for future demand of safety and security in the communities.

6.7.4 SPORT, RECREATION AND COMMUNITY AMENITIES

Sport & Recreation: Formal sports facilities include 5 swimming pools, 8 formal sports fields and 6 mini sport fields. In many of the suburbs and rural settlements there are public open areas used as sports fields, especially for soccer. The sports fields are usually not grass-covered, and are viewed as informal fields. Most of the schools also have their own sports facilities for the use of their learners.

Parks: There are 44 parks where children can relax.
Cemeteries: Twenty sewen (27) cemeteries are spread over the DawidKruiper Municipal area and are usually situated near residential areas
Community halls: 11 community halls were erected across the municipal area.

Below is a table that gives the status of above sevices and facilities per ward as well as the need and the intervention required to address the need.

COMMUNITY FACILITIES							
Ward	Nu of households	Service Level					Intervention required
		Cemeteries	Halls/ Centres	Parks	Smimming Pool	Sports Field / grounds	
1	**2055**	**2**	**1**	**3**	**1**	**1**	New parks: erven 7082 and erven 7065; Extend/upgrade cemeteries: Kameelboom
2	**1578**	**1**	**0**	**1**	**0**	**0**	New parks: Jurgenskamp, Morning Glory
3	**1157**	**1**	**1**	**2**	**0**	**0**	New parks: erven 6134; Extend/upgrade cemeteries: Tink Tinkie
4	**1023**	**0**	**0**	**1**	**0**	**0**	New parks: erven 6589
5	**1562**	**1**	**1**	**1**	**0**	**1**	New parks: erven 89 and 428 Extend/ cemetery at Louisvale Road, Upgrade sports ground
6	**1737**	**0**	**0**	**0**	**0**	**0**	Development of Multi porpuse centre and sports ground
7	**950**	**0**	**2**	**4**	**1**	**2**	
8	**2560**	**1**	**0**	**9**	**1**	**1**	New parks: Stasiekamp erven 13861, Extend/upgrade cemeteries: Dekotaweg, Keidebees
9	**2204**	**1**	**0**	**5**	**0**	**0**	
10	**2339**	**0**	**1**	**1**	**0**	**0**	New parks: erven 19807, Development of sport facilities.
11	**2215**	**1**	**3**	**2**	**0**	**1**	New parks: Kameelmond, Lemoendraai
12	1769	3	1	4	1	2	New park: Rondomskrik;
13	1810	2	0		0	0	New parks: erven 19111; Extend/upgrade cemeteries: Jupiter
14	1420	3	3	7	1	1	New sportground: Ntsikilelo
15		0	1	0	0	0	
16		11	5	4	0	2	

CHALLLENGES

The following challenges needs to be addressed to fulfil the function:

- Shortage of staff for parks
- Shortage of Mowing Equipment
- Vandalism of parks, cemeteries and sport facilities

PROJECTS

The following projects will be completed in the 2016/ 2017 financial year:

- Completing MIG funded parks in Lambrechtsdrift, Karos, Leseding, Raaswater and Kalksloot
- Completing MIG funded Sports Grounds in Lambrechtsdrift, Louisvale

6.8 DISASTER MANAGEMENT

The majority of Dawid Kruiper Municipality's population is living in vulnerable conditions as a result of high level of poverty, low standards of living, high level of unemployment, lack of access to resources and environmental degradation.

The focus of the Disaster Risk Management Plan must be as required by the Disaster Management Act, 2002 (Act No. 57 of 2002), the National Risk Disaster Management Framework 2005 and the Disaster Management Regulations Chapter 5, Disaster Management Act, 2002 (Act No. 57 of 2002), to prioritize risk reduction strategies on communities who are most at risk to disasters which are highly to occur and which justify the efforts of risk reduction and emergency preparedness, rather than to take any possible disaster into consideration.
The Disaster Risk Management Plan forms part of the Dawid Kruiper Integrated Development Plan as a sector plan in contrast to the various cross-cutting issues related to "integrated plans".

Disaster Risk Management Planning must be parallel with the Integrated Development Plan process in ensuring that high risk development projects are avoided. This can be achieved by ensuring that the Head of Disaster Management Centre serves (satellite) on the Integrated Development Plan Steering Committee

as well as the Integrated Development Plan Representative Forum of the Dawid Kruiper Municipality.

6.9 PRIORITY ISSUES

The outputs of the community and stakeholder analysis resulted in key prioritiy issues identified and prioritised. These include:

(1) SPATIAL ISSUES

A good and effective SDF to encourage a compact urban structure
An effective land-use management system;
Pro-active planning and surveying of available land for human settlement purposes to curb illegal scattering.
The implementation of a proper environmental management plan; and need for spatial integration.

(2) WATER RESOURCES AND SERVICES

Water distribution networks
Need to upgrade bulk water instalations
Maintenance and upgrading of water infrastructure
Account for water losses and improve revenue streams for municipality

(3) SEWERAGE

Eradication of the bucket system
Maintenance and upgrading of sewerage/sanitation network systems;
Extension of existing bulk sewer infrastructure

(4) HUMAN SETTLEMENTS AND HOUSING ISSUES

Housing provision through government subsidies
Housing administration (Subsidy applications, waiting list, awarding of vacant stands)
Addressing of land ownership and land tenure issues;

(5) ENERGY AND ELECTRICITY·

Electricity provision to all in need.
Upgrading of electricity infrastructure

(6) ROADS, STREETS AND STRORM WATER DRAINAGE

Improvement and maintenance of: Roads (tar and gravel);
Storm-water drainage systems;
Public transport systems;

(8) ECONOMIC PRIORITIES

Job creation for unskilled, semi-skilled and skilled residents;
The promotion of human resource development and the creation of a skills register;
The implementation of a proper policy for informal economic sectors;
The formulation and implementation of a:
- Local Economic Development Plan; and
- Marketing Plan.
Support to national job creation programmes and community based enterprises.

(9) COMMUNITY DEVELOPMENT AND FACILITIES

Sport facilities;
Community facilities, e.g. Libraries, community halls, etc;
Cemeteries;
Open spaces;
Health care centres;
Recreational facilities; Safety and security facilities, e.g. police stations, municipal police satellite stations, etc
The reduction of the spread of HIV/Aids;
Community development;
Air and water pollution;
The reduction of the crime rate;
Proper traffic safety;
Proper policing (municipal policing, as well as support to the SAPS);
Proper emergency services;
The promotion of equity, specifically regarding disadvantaged people (e.g. women, youth, disabled and aged people); and
proper disaster management regarding:
- Train collisions;

- Air disasters;
- Natural disasters e.g floods, etc.

(10) INSTITUTIONAL ISSUES

Improvement of the level of payment for services;
Improvement of skills levels (capacitation) of councillors and officials;
The establishment of satellite municipal offices (e.g. customer care centres);
Proper communication between Council and communities;
Expansion of revenue base of municipality;
Charging of applicable rates and taxes according to the level of services provided;
Change in culture and operations at municipal level;
Fight against corrupt practices and nepotism;
Participatory IDP process;
Proper management systems;
Proper information technology systems;
Adhere to the **Batho Pele Principles** "serving our people";
Productivity of staff complement
Proper equipment in good working conditions.
Effective decision-making process;
Proper billing system and adequately trained and skilled staff.

CHAPTER 7: OBJECTIVES

7.1 KPAS, MUNICIPAL PRIORITIES AND DEVELOPMENT OBJECTIVES (OVER THE 5 YEAR TERM OF THE IDP)

The focus of the IDP is still on the present (status quo) situation, but with strategic development objectives set the focus is set to shifts to the future. Development objectives were aligned with national imperatives and frameworks, and in line with the powers and functions of the municipality.

GUIDELINES GOVERNING THESE DEVELOPMENT OBJECTIVES AND STRATEGIES INCLUDE THE NATIONAL KEY PRIORITY (FOCAL) AREAS:

- ✓ Focal Area 1: Basic Service Delivery
- ✓ Focal Area 2: To promote Local Economic Development
- ✓ Focal Area 3: To promote municipal Transformation and Organisational Development
- ✓ Focal Area 4: Ensure Financial Viability and Management
- ✓ Focal Area 5: Ensure Good Governance and Public Participation
- ✓ Focal Area 6: Spatial Development Framework

Six (6) Key Priority Areas (KPAs) with ten (10) Development Priorities were identified based on the challenges faced by the municipality, and prioritized by both ward committees and the community during public participation processes. These KPAs were linked to the six National Key Performance Areas (KPAs) and the SDF development objectives of the municipality.

7.1.1 DEVELOPMENT PRIORITY 1: SPATIAL DEVELOPMENT, TOWN PLANNING AND LAND USE MANAGEMENT (KPA 6: SPATIAL DEVELOPMENT FRAMEWORK)

Development objective(s):

- ✓ Provide the framework and vision required for improving the quality of life of the people living in Dawid Kruiper jurisdiction.
- ✓ Manage the development of sustainable land use, economic, spatial and environmental planning according to predetermined acceptable levels.

7.1.2 DEVELOPMENT PRIORITY 2: WATER RESOURCES AND SERVICES (KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT)

Development objective(s):

- ✓ Develop, manage and maintain essential bulk water infrastructure and facilities to accommodate the aspirations, needs and pressures of present and future industries, businesses and dependent communities.
- ✓ Develop, manage and maintain necessary infrastructure and facilities required to improve the provision of water services.

7.1.3 DEVELOPMENT PRIORITY 3: SEWERAGE (KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT)

- ✓ Develop, manage and maintain essential bulk sewerage infrastructure and facilities to accommodate the aspirations, needs and pressures of present and future industries, businesses and dependent communities.
- ✓ Develop, manage and maintain necessary infrastructure and facilities required to improve the provision of sewerage services.

7.1.4 DEVELOPMENT PRIORITY 4: HUMAN SETTLEMENTS AND HOUSING (KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT)

- ✓ Eradicate housing backlogs in municipal area.
- ✓ Provide for sustainable human settlements (housing).

7.1.5 DEVELOPMENT PRIORITY 5: ENERGY AND ELECTRICITY (KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT)

- ✓ Provide, manage and maintain essential infrastructure required to improve the provision of electrical services.

7.1.6 DEVELOPMENT PRIORITY 6: ROADS, TRANSPORT AND STORMWATER DRAINAGE (KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT)

- ✓ Develop, manage and maintain necessary Road, Transport and Storm Water infrastructure and facilities required to improve transportation in, and Aesthetic qualities of urban areas.

7.1.7 DEVELOPMENT PRIORITY 7: SANITATION, WASTE MANAGEMENT AND WASTE REMOVAL (KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT)

- ✓ Regulate and manage waste disposal to prevent pollution of the natural environment and natural resources.

7.1.8 DEVELOPMENT PRIORITY 8: ECONOMIC GROWTH AND JOB CREATION (KPA 2: LOCAL ECONOMIC DEVELOPMENT)

Development objective(s):

- ✓ Promote the development of tourist infrastructure that will enhance tourism
- ✓ Create an environment that promotes the development of a diversified and sustainable economy.

7.1.9 DEVELOPMENT PRIORITY 9: COMMUNITY DEVELOPMENT AND FACILITIES (KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT)

Development objective(s):

- ✓ Pro-active prevention, mitigation, identification and management of environmental health, fire and disaster risks.
- ✓ Provide safety to communities through law enforcement services and through legislative requirements.
- ✓ Provide equal access to sport, park, recreational facilities and other public amenities to all residents.

7.1.10 DEVELOPMENT PRIORITY 10: ADMINISTRATIVE AND INSTITUTIONAL CAPACITY (KPA 3: INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION AND KPA 5: GOOD GOVERNANCE)

Development objective(s):

- ✓ Enable and improve financial viability and management through well-structured budget processes, financial systems, and MFMA compliance hrough legislative requirements
- ✓ Align institutional arrangements to provide an effective and efficient support service to deliver on organisational objectives
- ✓ Provide quality basic services to all communities within the municipality (i.e. electricity; water; sanitation; refuse)
- ✓ Manage and maintain municipal property, plant, equipment and vehicle fleet
- ✓ Facilitate the establishment of good governance practices
- ✓ Promote and improve public relations through stakeholder participation and good customer service.

CHAPTER 8: SECTOR PLANS

8.1 SECTOR PLAN AND INTEGRATED DEVELOPMENT

At the core of the new system of local government is the ability of municipalities to coordinate and integrate programmes of other spheres and sectors operating in their space. This role is very critical given that all government programmes and services are delivered in municipal spaces. In this regard, the integrated development planning process becomes a vehicle to facilitate integrated development to ensure the attainment of local government outcomes contained in the White Paper on Local Government.
The approaches and plans to achieve these outcomes are contained in various national and provincial legislation and policy frameworks.

National departments through legislation and policies express government priorities, strategies, plans and programmes. The legislation and policies also require municipalities to develop sector specific plans to guide the rendering of certain services.

The new IDP framework group the sector plans into two (2) main categories of sector plans, namely sector plans providing overall development vision of the municipality and sector plans that are service-oriented

(a) Sector plans providing for the overall developmental vision of the municipality:

These sector plans provides the socio-economic vision as well as the transformation vision of the Dawid Kruiper Municipality, and are provided as mandatory by the Municipal Systems Act. In terms of the MSA the following sector plans must be part of the IDP:

- Spatial Development Framework (SDF);
- Local Economic Development Plan (LED Plan);
- Disaster Management Plan;
- Institutional Plan; and
- Financial Plan.

(b) Sector plans provided for and regulated by sector specific legislation and policies:

Various national legislation and policies provide for the development of service delivery related sector plans to regulate and guide the delivery of certain services in municipalities. These plans include amongst others –

- Water Services Development Plan (WSDP),
- Integrated Waste Management Plan (IWMP),
- Integrated Transport Plan (ITP);
- Environmental Management Plan (EMP);
- Integrated Human Settlement Plan (IHS) / Housing Sector Plan (HSP);
- Integrated Energy Plan (IEP), etc.

The two categories provide the strategies, programmes and projects that form the basis for the IDP and Budget. The section below outlines the relationship and the hierarchy of the various plans.

8.2 SPATIAL VISION

8.2.1 SPATIAL DEVELOPMENT FRAMEWORK

//Khara Hais Municipality approved the SDF on 26 May 2009 (Council Resolution 10/05/2009 (RV)) as an integral part of the IDP. The SDF is a dynamic document that is subject to regular supplementation by the Municipality and other stakeholders. A Revised SDF was completed in February 2012 and after a thorough consultation process, approved in September 2012 (Council Resolution 10/09/2012 UK). A new SDF is now currently underway to incorporate the total area of jurisdiction of the Dawid Kruiper Municipality. The new and all inclusive SDF will be completed by December 2017.

The SDF is a master development plan that provides the overall long term development vision of Dawid Kruiper Municipality. Given that the SDF is a long term plan, it forms the basis for the development of the 5 year IDP. It further provides strategic direction for the development of all sector specific plans that will contribute to the achievement of the spatial vision, particularly with regard to spatial

restructuring and integration of settlements to promote social cohesion and economic development. The SDF is firstly directed towards achieving three (3) broad outcomes namely, creation of livable, integrated cities, towns and rural areas (social cohesion), economic development and environmental sustainability.

Secondly, on the basis of these outcomes, the long term vision for socio-economic development and environmental sustainability for the municipality is expressed in the SDF, in addition to the guidelines for a land use management.

The key issues that emerged from the planning process, Dawid Kruiper IDP, and the maps and data provided by the FZ Mcgawu Environmental Management Framework were categorized into five programs.

A program is defined as a strategic cluster of related activities that together achieve a specific goal. Collectively these programs are the 'mechanisms' through which the goals and objectives of Dawid Kruiper Municipality and the local community will be achieved. The various programs are:

_ Program 1: Environment
_ Program 2: Development
_ Program 3: Economic Sectors
_ Program 4: Social Development
_ Program 5: Municipal Management

The various programs will be undertaken within the parameters posed by the three imperatives for sustainable development (i.e. environmental integrity, human well-being, and economic efficiency).

8.3 ENVIRONMENTAL SOCIAL AND ECONOMIC VISION

The social, economic and environmental visions of the municipality are represented by the Environmental Management Plan (EMP), Integrated Human Settlement Plan (IHSP)/ Housing Chapter, and Local Economic Development Strategy (LED Strategy)

8.3.1 ENVIRONMENTAL MANAGEMENT PLAN

The purpose of the EMF is to integrate municipal and provincial decision-making and align different government mandates in a way that will put the area on a sustainable development path.
It describes the following four physical geographical regions namely:
_ The Kalahari;
_ Bushmanland;
_ The Griqua fold belt; and
_ The Ghaap Plateau.

The EMF also identifies environmental control zones. The purpose of environmental control zones is to indicate areas that require a specific type or regime of control due to unique environmental elements that occur in these areas. It may or may not be linked to the application of EIA legislation and should be dealt with at a more strategic level, where it should serve a guide for decision-making and planning.
It also identified a few geographical areas based on environmental attributes of the areas, which means that different types of areas based on different environmental attributes are identified.
A few strategies derived from this EMF.
The purpose of strategies is to create a mechanism for implementing action to address some of the most pertinent issues that came out of the EMF. The strategies are focused on the alleviation of potential key development/environment friction areas by providing direction in respect to how these friction areas should be dealt with.

The following strategies have been compiled:
_ Strategy for the protection and conservation of high quality natural vegetation across the ZF Mgcawu District
_ Strategy for development on sensitive areas in the Orange River floodplain
_ Protection of sensitive environmental features on large properties across ZF Mgcawu
_ Strategy for the protection of sensitive environmental features surrounded or

abutted by small properties.

Link to SDF

Program 1 (Environment) of the SDF focuses on the environment and introduces

two sub programs:

Sub-Program 1: Protected Nature Areas & Conservation-Worthy Areas
Sub-Program 2: Natural Resources:

These programs address the key issues containing in the IDP and adhere to the

guidline and strategies in the ZF Mcgawu EMF.

It is important that the ZF Mcgawu Environmental Management Framework initiated by the Department of Environmental Affairs and Tourism (DEAT), the DTE&C and ZFM be implemented on a partnership basis under the auspices of the ZF Mcgawu and the relevant local municipalities, and as part of the IDP process.

8.3.2 HOUSING CHAPTER

The housing sector plan as a component of the IDP is aimed at clarifying and providing strategy with respect to the manner in which housing development and comprehensive human settlement can be achieved at the local level. The main purposes of the Housing Chapter are as follows:
To ensure effective allocation of limited resources to a variety of potential development initiatives.

To provide guidance in prioritizing housing projects in order to obtain consensus for the order of implementation thereof.

To ensure more integrated development through aligning cross-sectoral role players to coordinate their development interventions in one plan.

To ensure budget allocations to local and district municipalities as well as provinces are most effectively applied for maximum impact.

To provide spatial linkages between the spatial development framework and the physical implementation of the respective projects.

To ensure there is a definite housing focus in the IDP.

Providing the IDP process with adequate information about the housing programme, its benefits, parameters as well as strategic and operational requirements.

Ensuring that the contents and process requirements of planning for housing are adequately catered for in the IDP process.

LINK TO SDF

Program 2 (Development) of the SDF specifies two sub- programs (Urban Development and Rural Development) which outlines the development of strategic vacant land (Sites A to Q) and proposed the bulk services (water, sewerage, electricity) demand to develop the abovementioned sites. Lastly the SDF propose strategies on how to develop the urban areas and deliver essential services to communities living in these areas.
Sub- Program 2: Rural Development

8.3.3 LOCAL ECONOMIC DEVELOPMENT STRATEGY

The LED Strategy and Investment Plan were approved by Council in 2010. The purpose of the LED and investment plan is to investigate the options and opportunities available to broaden the local economic base of the area in order to address the creation of employment opportunities and the resultant positive spin-off effects throughout the local economy.

Numerous elements in a local economy can contribute to increased unemployment levels providing an unhealthy environment for investment, which in turns leads to a stagnating local economy. This in turn can place further strains on an already over extended local resource base, reinforcing the need for an innovative and effective broadening of the local economic base. This entails introducing new activities, offering incentives, applying new technologies, development of SMMEs, broadening ownership, etc.

This LED plan is prepared in conjunction with an investment plan. The aim of this study is thus twofold. The LED plan is based on the underlying needs, opportunities and comparative and competitive advantages of the Municipality and provides the Municipality with guidelines to create and facilitate economic development in order to realise the underlying development potential and in order to encourage both private and public sector investment and local job creation. Whereas the purpose of the investment plan is to outline the available incentive schemes and programmes on a national level and highlight the prospects for investment incentives in the Dawid Kruiper local municipality. Potential financial and non-financial incentives, which could be introduced in the area to attract new businesses, are also provided.

This plan is to be used by the Local Municipality to assist in ensuring the dedicated and effective utilisation of local available resources and to promote local economic development in a proactive and dynamic manner.

The LED Strategy, therefore, provides the Municipality with the following:

- A strategically focused local economic development profile
- Methods to enhance co-ordination, integration and participation in local economic development
- Learning tool/s for the sharing of lessons learnt from the project
- A local economic development plan
- Sustainable and commercially viable business opportunities appropriately packaged for investment
- An investment incentive plan
- A implementation and monitoring and evaluation plan

The plan is built on the underlying principle that a gap exists between the existing levels of development in Municipality and the potential level of development. In order to bridge this gap, this LED Strategy addresses the following aspects:

- A profile of the sectoral composition of the local economy
- Identification of the development potential of Municipality
- Identification of opportunities for SMME development in Municipality
- Identification of incentives available for business retention and attraction
- An institutional analysis.

Four Strategic Thrusts are introduce to address LED in Dawid Kruiper

Thrust 1: Agricultural beneficiation and value-chain development
Thrust 2: SMME and community business support
Thrust 3: Tourism related development
Thrust 4: Maximise and enhance benefits from strategic location

The above Thrusts encompass the main local economic objectives for Dawid Kruiper Municipality as indicated above.

The LED Strategy must be reviewed by 30 November 2015. The section LED, Tourism & Resorts contacted the provincial department of Economic Development & Tourism to ask for assistance in the review of the LED Strategy. The provincial department indicated that they can only assist the Municipality once the Mier Municipality is incorporated into Dawid Kruiper Municipality after the 2016 local government elections.

Awaiting feedback from the Department of Economic Development to proceed with the compilation of a LED Strategy for the Dawid Kruiper Municipality. The Strategy must be appoved by Council by 30 November 2017.

Link to SDF

Program 3 and 4 of the SDF deals with Economic Sectors and Social Development respectively. Program 3 identifies three sub- programs: Tourism, Agriculture and Manufactoring. It is, therefore, of paramount importance that the fundamental role of the economy is properly understood and strategies be implemented for ensuring economic efficiency in all the integrated sectors described in the SDF. Economic efficiency refers to the optimisation of benefit at the lowest cost for valued things.

Program 4 deals with Social Development. Unemployment and poverty are seen as the critical issues that need to be addressed in
Dawid Kruiper. To address the above critical issues, social development strategies were proposed aimed at improving the HDI of historically disadvantaged groupings in Dawid Kruiper through the following:

a) Building the economy: Increase personal income levels, reduce unemployment, reduce inequality, and reduce abject poverty.
b) Developing human resources: Improve literacy and educational levels.
c) Providing basic needs: Improve life expectancy, and enhance quality of life by providing clean drinking water, housing, primary health care, sports and recreation, social services, access to basic transport, and security.

8.4 INPUT SECTOR PLANS

The third level of sector plans is constituted by input sector plans that are directed towards the delivery of specific services. These plans are developed for the provision of specific services such as water, waste management, provision of sports and recreational facilities, and many more. This includes plans such as Water Services Development Plan, Integrated Waste Management Plan, Integrated Transport Plans, Integrated Energy Plans, Sports and Recreations Plan
The existence, status and relationship with the level 2 sector plans are describe in the following paragraphs.

8.4.1 WATER SERVICES DEVELOPMENT PLAN

The Water Services Development Plan (WSDP) was approved by Council by 27 May 2014. The current version of the WSDP covers the period of 2011 till 2016. This current WSDP has now reached the end of this planned horizon. A new WSDP will be compiled, the process of which will be completed by the end of December 2017.

8.4.2 INTEGRATED WASTE MANAGEMENT PLAN

The municipality has an Integrated Waste Management Plan. The IWMP is due to be reviewed and aligned with the adoption of ZF Mgcawu District Municipality's IWMP.

The purpose of this IWMP is to reduce the generation of waste and the environmental impact of all forms of waste and thereby ensure that the socio-economic development of Dawid Kruiper, the health of the people and the quality of its environmental resources are no longer adversely affected by uncontrolled and uncoordinated waste management. This should be done through an approach of waste prevention/ minimisation, recycle/reuse, treatment and finally disposal.

The IWMP outlines the functions and responsibilities of Dawid Kruiper, strategies, plans and targets for integrated waste management planning, a waste information system, waste minimisation and recycling, general waste collection, waste treatment and disposal, and capacity building, education, awareness and communication.
The following plans are currently not available:

- Integrated transport Plan
- Integrated Energy Plan

8.4.3 INTEGRATED TRANSPORT PLAN

The municipality is currently in process of developing an Integrated Transport Plan with the assistance and co-operation of the Northern Cape Provincial Department of Transport, Safety and Liasion. Integrated Transport Plan will be completed by December 2017.

8.5 STRATEGY SUPPORT PLANS

This level of sector plans support the implementation of level 2 and 3 sector plans

8.5.1 DISASTER MANAGEMENT PLAN

The majority of Dawid Kruiper Municipality's population is living in vulnerable conditions as a result of high level of poverty, low standards of living, high level of unemployment, lack of access to resources and environmental degradation.

The focus of the Disaster Risk Management Plan must be as required by the Disaster Management Act, 2002 (Act No. 57 of 2002), the National Risk Disaster Management Framework 2005 and the Disaster Management Regulations Chapter 5, Disaster Management Act, 2002 (Act No. 57 of 2002), to prioritize risk reduction

strategies on communities who are most at risk to disasters which are highly to occur and which justify the efforts of risk reduction and emergency preparedness, rather than to take any possible disaster into consideration.

The Disaster Risk Management Plan will form part of the Dawid Kruiper Integrated Development Plan as a sector plan in contrast to the various cross-cutting issues related to "integrated plans". Disaster Risk Management Planning must be parallel with the Integrated Development Plan process in ensuring that high risk development projects are avoided. This can be achieved by ensuring that the Head of Disaster Management Centre serves (satellite) on the Integrated Development Plan Steering Committee as well as the Integrated Development Plan Representative Forum of the Dawid Kruiper Municipality.

8.6 IMPLEMENTATION SUPPORT PLANS

In order to ensure that the organizational capability to support the achievement of the vision exists and the financial resources to fund programmes and strategies exists two plans area critical, namely the Institutional Plan; and the Financial Management Plan

8.6.1 INSTITUTIONAL PLAN

No institutional Plan is currently in place but a HR Development Strategy is implemented. The Human Resources Development Strategy will provide a roadmap for the municipality that will develop, retain and grow the skills base required for an effective, sustainable and successful organization.

The key deliverables of the Human Resources Development Strategy project are:

- Proposed strategies that will align human resources development practices of the municipality with the Provincial Growth and Development Strategy of the Northern Cape, and the Human Resources Development Strategy for
- South Africa, the National Skills Development Strategy and the strategies and programmes of the Local Government SETA;
- Proposed strategies that will facilitate co-operation between internal and external stakeholders; and
- Proposed strategies that will ensure that sufficient internal human resources capacity is build and that appropriate funding arrangements are established for the effective delivery of the Human Resources Development Strategy.

The Human Resources Development Strategy of Dawid Kruiper municipality therefore has an internal as well as an external focus to integrate with other key municipal strategies and programmes.

8.6.2 FINANCIAL PLAN

The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure long-term financial sustainability for Dawid Kruiper. The financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base and to move towards self-sufficiency in meeting the growing demands of service delivery.

The multi-year financial plan is prepared for a planning period of five years, paying particular attention to infrastructure investment which is an important developmental component of the IDP. Through this plan Dawid Kruiper will focus on greater financial health and sustainability making collaboration of capital investment projects with other levels of government and private sector investors much easier. It is of utmost importance that Dawid Kruiper stimulates the macro-economic environment to attract the private sector to invest in Dawid Kruiper. Through this approach Dawid Kruiper will enhance its ability to have access to much needed financial resources to invest in new as well as to maintain its current infrastructure assets.

This plan will also focus on the expansion of Dawid Kruiper' revenue sources in relation to its costs to ensure that the municipality stays a financial viable and sustainable going concern. Dawid Kruiper must utilise available financial resources in an effective, efficient and economical way to ensure that outputs have the desired outcomes. The financial strategies detailed in this plan must contribute to the achievement of these objectives.

CHAPTER 9 : STRATEGIES, PROJECTS AND PROGRAMMES

The prioritised project and programme needs **(Annexure K)** indicate the projects to be implemented over a five year period with the strategies, key performance indicators and targets. This phase is about the identification and design of projects linked to the municipal objective strategies, for implementation. Projects that were identified but not complete in the previous IDP cycle were also included if they were still relevant to address an identified priority areas.

The outputs of this phase include:

- Project targets and location
- Cost estimates
- Project related activities and time schedules, and

9.1 THREE YEAR STRATEGY

AND

9.2 ANNUAL PLAN (SEE ANNEXURE K)

CHAPTER 10: ORGANISATIONAL PMS

This Chapter deals with the implementation and monitoring of the IDP strategies, projects and programs aimed at achieving the vision and objectives of Dawid Kruiper Municipality as set out in this document. The IDP and budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). The Top Layer SDBIP is used as a scorecard to measure, monitor, evaluate and report on institutional performance (quarterly, mid term and annually). The Departmental SDBIP measures the performance of the departments, and performance agreements and plans are used to measure the performance of employees.

The Performance Management System (E- Perform) implemented at Dawid Kruiper Municipality is intended to provide a comprehensive, step-by-step planning system that helps the Municipality to manage the process of performance planning and measurement effectively. The PM System serves as primary mechanism to monitor review and improve the implementation of the municipal IDP and eventually the budget.
Section 38 (a) of the Systems Act requires municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its IDP. Section 9 (1) of the Regulations to this Act maintains in this regard, that a municipality must set key performance indicators, including input, output and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the municipality also sets performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated.

A comprehensive set of KPI's are developed and included in the SDBIP of the Municipality. Below are the indicators and targets set for the top layer (Directorates) to be implemented during the **2017/ 2018** financial year.

MUNICIPAL MANAGER

DEPARTMENT	SECTION	KPA	DEVELOPMENT OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
Office of the Municipal Manager	Office of the Municipal Manager	Financial Viability	Development Priority 10: Administrative and Institutional capacity	Actual Operational expenditure / Operational Budget. 5% deviation of actual operational expenditure of departmental budget by 30 June 2017	5% deviation of actual operational expenditure of departmental budget by 30 June 2017
Office of the Municipal Manager	Office of the Municipal Manager	Financial Viability	Development Priority 10: Administrative and Institutional capacity	Actual Capital expenditure / Capital budget. 95% of capital expenditure of unallocated funds by 30 June 2017	95% of capital expenditure of unallocated funds by 30 June 2017
Office of the Municipal Manager	Office of the Municipal Manager	Institutional Development and Organisational Transformation	Development Priority 10: Administrative and Institutional Capacity	PMS framework : Signed Performance Agreements for all Section 57 employees by 30 June 2017 (Financial year 2017/2018)	Signed Performance Agreements by 30 June 2017 (Financial year 2017/2018)
Office of the Municipal Manager	Office of the Municipal Manager	Institutional development and organisational transformation	Development Priority 10: Administrative and Institutional Capacity	3 year Risk based audit rolling plan and annual operational plan submitted to Audit Committee by 30 June 2017	Approved by Chief Accounting Officer and Audit Committee
Office of the Municipal Manager	Office of the Municipal Manager	Good governance	Development Priority 10: Administrative and Institutional Capacity	Project clean audit: to maintain a clean audit opinion	2 Quarterly reports

DEPARTMENT	SECTION	KPA	DEVELOPMENT OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
Office of the Municipal Manager	Office of the Municipal Manager	Institutional development and organisational transformation	Development Priority 10: Administrative and Institutional Capacity	Compilation and approval of Section 72 Report by 25/01/2017	Compilation and approval of Section 72 Report by 25/01/2017
Office of the Municipal Manager	Office of the Municipal Manager	Institutional development and organisational transformation	Development Priority 10: Administrative and Institutional Capacity	Compilation and submission of Section 46 report by 31/08/2016	Compilation and submission of Section 46 report by 31/08/2016
DIRECTORATE FINANCIAL SERVICES					
Directorate Financial Services	Financial Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	Actual operational expenditure as a % of approved expenditure - 95%	95 %
Directorate Financial Services	Financial Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	Actual operational revenue as a % of approved revenue - 99%	99 %
Directorate Financial Services	Financial Services: Office	Good Governance	Development Priority 10: Administrative and Institutional capacity	Quality of Annual Financial Statements and Audit File particulars. Reduction of financial related exceptions to 25 by 30/11/2016	Reduction of financial related exceptions to 25 by 30/11/2016
Directorate Financial Services	Financial Services: Office	Good Governance	Development Priority 10: Administrative and Institutional capacity	Compilation & submission of Annual Financial Statements - External Audit Strategy for 2016/2017 audit - MFMA compliance by 30/06/2017	Compilation & submission of Annual Financial Statements

DEPARTMENT	SECTION	KPA	DEVELOPMENT OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
Directorate Financial Services	Financial Services: Office	Good Governance	Development Priority 10: Administrative and Institutional capacity	80% of assigned council resolutions executed by end of each quarter	80%
Directorate Financial Services	Financial Services: Office	Institutional Development and Organisational Transformation	Development Priority 10: Administrative and Institutional capacity	Develop new Finance related policies, By-Laws and procedures - 100% updated register by 31/05/2017	100% updated register by 31/05/2017
Directorate Financial Services	Financial Services: Office	Institutional Development and Organisational Transformation	Development Priority 10: Administrative and Institutional capacity	Review Finance related policies, By-Laws and procedures - 100% updated register by 30/06/2017	100% updated register by 30/06/2017
Directorate Financial Services	Financial Services: Office	Institutional Development and Organisational Transformation	Development Priority 10: Administrative and Institutional capacity	Free Basic Services - Number of households earning less than the amount approved by Council (2x old age pension allowance per month) with access to free basic services on the financial system (indigent households)	100%
Directorate Financial Services	Financial Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	Debtors administration - Debtors Test = (Gross Debtors / Total Revenue from Rates and Services) x 365 Days	66 days

DEPARTMENT	SECTION	KPA	DEVELOPMENT OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
Directorate Financial Services	Financial Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	Financial viability as expressed by the following ratios: (i) A=B-C/D. Where- "A" represents debt coverage. "B" represents total operating revenue received - "C" represents operating grants; "Dl' represents debt service payments (i.e. interest + redemption) due within the financial year;	Annual Report
Directorate Financial Services	Financial Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	Financial viability as expressed by the following ratios: A = B+C / D Where - "A" represents cost coverage; "B" represents all available cash at a particular time; "C" represents investments; "D"re presents monthly fixed operating expenditure,	Annual Report
Directorate Financial Services	Financial Services: Office	Service Delivery and Infrastructure Development	KFA 12 : Enable and improve financial viability and management through well-structured budget processes, financial systems, and MFMA compliance through legislative requirements	100% of FMG grants spent by 30 June 2017	100% of FMG grants spent by 30 June 2017

DEPARTMENT	SECTION	KPA	DEVELOPMENT OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
Directorate Financial Services	Financial Services: Office	Good Governance	Development Priority 10: Administrative and Institutional capacity	Quaterly Steering committee meetings	1 meeting per quarter
Directorate Financial Services	Financial Services: Office	Good Governance	Development Priority 10: Administrative and Institutional capacity	Compile high level mSCOA project plan	Updated mSCOA project plan
DIRECTORATE COMMUNITY SERVICES					
Directorate Community Services	Directorate Community Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	5% deviation of actual expenditure vs departmental budget by 30 June 2017	5 Percent deviation of actual expenditure vs departmental budget by 30 June 2017
Directorate Community Services	Directorate Community Services: Office	Good Governance	Development Priority 10: Administrative and Institutional capacity	80% of assigned council resolutions executed by end of each quarter	80 Percent of assigned council resolutions executed by end of each quarter
Directorate Community Services	Directorate Community Services: Office	Service Delivery and Infrastructure Development	Development Priority 7: Sanitation, Waste Management and Waste Removal	100% rendering of refuse removal services as per service delivery programme per quarter	100% rendering of refuse removal services as per service delivery programme per quarter
Directorate Corporate Services	Directorate Corporate Services: Office	Service Delivery and Infrastructure Development	Development Priority 9: Community Development and Facilities	100% of LOTTO allocation spent by 30 June 2017	100% of LOTTO allocation spent by 30 June 2017
Directorate Corporate Services	Directorate Corporate Services: Office	Service Delivery and Infrastructure Development	Development Priority 7: Sanitation, Waste Management and Waste Removal	100% rendering of refuse removal services as per service delivery programme per quarter (Satelite area)	100% rendering of refuse removal services as per service delivery programme per quarter

DIRECTORATE CORPORATE SERVICES

DEPARTMENT	SECTION	KPA	DEVELOPMENT OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
Directorate Corporate Services	Directorate Corporate Services: Office	Institutional Development and Organisational Transformation	Development Priority 10: Administrative and Institutional Capacity	Annual Report compiled and approved by 31 March 2017	Annual Report compiled and approved by 31 March 2017
Directorate Corporate Services	Directorate Corporate Services: Office	Good Governance	Development Priority 10: Administrative and Institutional Capacity	80 Percent of assigned council resolutions executed by end of each quarter	80 Percent of assigned council resolutions executed by end of each quarter
Directorate Corporate Services	Directorate Corporate Services: Office	Institutional Development and Organisational Transformation	Development Priority 10: Administrative and Institutional Capacity	Policy Guidance - Updated register and publishing of all policies on data storage device per quarter	Updated register and publishing of all policies on data storage device per quarter
Directorate Corporate Services	Directorate Corporate Services: Office	Institutional Development and Organisational Transformation	Development Priority 10: Administrative and Institutional Capacity	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	80% of employees
Directorate Corporate Services	Directorate Corporate Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional Capacity	The percentage of a municipality's salary budget actually spent on implementing its workplace skills plan	1% of salary budget spent

DIRECTORATE ELECTRO-MECHANICAL SERVICES

DEPARTMENT	SECTION	KPA	DEVELOPMENT OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
Directorate Electro Mechanical Services	Directorate Electro Mechanical Services: Office	Good Governance	Development Priority 10: Administrative and Institutional Capacity	80 Percent of assigned council resolutions executed by end of each quarter	80 Percent of assigned council resolutions executed by end of each quarter
Directorate Electro Mechanical Services	Directorate Electro Mechanical Services: Office	Service Delivery and Infrastructure Development	Development Priority 5: Energy and Electricity	Energy Management -<10% electricity losses due to distribution per annum	% electricity losses - <10%
Directorate Electro-Mechanical Services	Directorate Electro Mechanical Services: Office	Service Delivery and Infrastructure Development	100% of requests completed	New electricity Pre-paid meter connections	100% of requests completed
Directorate Electro-Mechanical Services	Directorate Electro Mechanical Services: Office	Service Delivery and Infrastructure Development	Development Priority 5: Energy and Electricity	Prepayment meters for Indigent customers	100% of requests completed
Directorate Electro-Mechanical Services	Directorate Electro Mechanical Services: Office	Local Economic Development	Development Priority 8: Economic Growth and Job Creation	The number of full time equivelant jobs (FTEs) created through municipality's local, economic development initiatives including capital projects	8 FTE jobs created for financial year
Directorate Electro-Mechanical Services	Directorate Electro Mechanical Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	100% of INEP allocation spent by 30 June 2017	100% of INEP allocation spent by 30 June 2017

DEPARTMENT	SECTION	KPA	DEVELOPMENT OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
Directorate Electro-Mechanical Services	Directorate Electro Mechanical Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	95% of CRR funds spent by 30 june 2017 (Capital projects)	95% of CRR funds spent by 30 june 2017
Directorate Electro-Mechanical Services	Directorate Electro Mechanical Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	100% of EEDSM allocation spent by 30 June 2017	100% of EEDSM allocation spent by 30 June 2017
Directorate Electro-Mechanical Services	Directorate Electro Mechanical Services: Office	Service Delivery and Infrastructure Development	Development Priority 5: Energy and Electricity	New electricity conventional meter connections	100% of requests completed
DIRECTORATE CIVIL ENGINEERING SERVICES					
Directorate Civil Engineering Services	Directorate Civil Engineering Services: Office	Good governance	Development Priority 10: Administrative and Institutional capacity	80% of assigned council resolutions executed by end of each quarter	80% of assigned council resolutions executed by end of each quarter
Directorate Civil Engineering Services	Directorate Civil Engineering Services: Office	Service Delivery and Infrastructure Development	Development Priority 2: Water Resources and Services	Number of households with access to functional water service	80% of households
Directorate Civil Engineering Services	Directorate Civil Engineering Services: Office	Service Delivery and Infrastructure Development	Development Priority 3: Sewerage	Number of households with access to functional sanitation service	70% of households
Directorate Civil Engineering Services	Directorate Civil Engineering Services: Office	Service Delivery and Infrastructure Development	Development Priority 3: Sewerage	Sewer connections : All new sewer connections to be executed within 90 days from date of approval	All new sewer connections to be executed within 90 days from date of approval

DEPARTMENT	SECTION	KPA	DEVELOPMENT OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
Directorate Civil Engineering Services	Directorate Civil Engineering Services: Office	Local Economic Development	Development Priority 8: Economic Growth and Job Creation	The number of full time equivelant jobs (FTEs) created through municipality's local, economic development initiatives including capital projects	15 FTE jobs created for financial year
Directorate Civil Engineering Services	Directorate Civil Engineering Services: Office	Service Delivery and Infrastructure Development	Development Priority 2 : Water Resources and Services	Water Connections : All new water connections to be executed within 90 days from date of approval	All new water connections to be executed within 90 days from date of approval
Directorate Civil Engineering Services	Directorate Civil Engineering Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	100% of EPWP allocation spent by 30 June 2017	100% of EPWP allocation spent by 30 June 2017
Directorate Civil Engineering Services	Directorate Civil Engineering Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	95% of CRR funds spent by 30 june 2017 (Capital projects)	95% of CRR funds spent by 30 june 2017
Directorate Civil Engineering Services	Directorate Civil Engineering Services: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	25% of RBIG allocation spent by 30 june 2017 (Capital projects)	25% of RBIG allocation spent by 30 june 2017

DIRECTORATE PLANNING & DEVELOPMENT SERVICES

DEPARTMENT	SECTION	KPA	DEVELOPMENT OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
Directorate Planning & Development	Directorate Planning & Developmet: Office	Good governance	Development Priority 10: Administrative and Institutional capacity	Required information submitted for compilation of Annual Report to Auditor General by 31/08/2016	Submit info by 31/08/2016
Directorate Planning & Development	Directorate Planning & Developmet: Office	Good governance	Development Priority 10: Administrative and Institutional capacity	80% of assigned council resolutions executed by end of each quarter	80% of assigned council resolutions executed by end of each quarter
Directorate Planning & Development	Directorate Planning & Development: Office	Local Economic Development	Development Priority 8: Economic Growth and Job Creation	The number of full time equivelant jobs (FTEs) created through municipality's local, economic development initiatives including capital projects	30 jobs created for financial year
Directorate Planning & Development	Directorate Planning & Development: Office	Financial Viability	Development Priority 10: Administrative and Institutional capacity	95% of MIG allocation spent by 30 June 2017	95% of MIG allocation spent by 30 June 2017

CHAPTER 11: PROGRAMMES AND PROJECTS OF OTHER SPHERES

To implement development processes, intervention should target specific aspects of human need. These needs are often related to institutionalized agencies responsible for the interventions and are defined as sectors. To date, planning and delivery has relied extensively on these sectors. The outcome of this approach has been one where delivery has occurred without adequate co-ordination and integration leading to disintegrated, dysfunctional and fragmented outcomes, with unsustainable investment. This chapter of the IDP identifies all the programmes and projects of other sector departments or other development agencies and the implications that such projects will have for the municipality. This approach will assist the municipality, sector departments and development agencies in planning and implementation of projects and programmes on a local level. The table below indicates all programmes and projects of sector departments and the implications it will have on the Municipality.

PROJECT NO & WARD	PROJECT NAME	RESPONSIBLE DEPARTMENT	IMPLICATIONS TO THE MUNICIPALITY/ SERVICES RENDER TO DEPARTMENT/ INTERVENTION
4.2.1 2	☺ Eradication of Bucket system Morning Glory (Ward 2),	**(COGHSTA:** R82 mil to eradicate the buckets)	☝ Municipality to monitor the implementation of the project with the consultants on project.
8.1.14 9,10,11,13,	☺ Soup kitchens (for less privileged & HIV & AIDS infected) – 3 days in a week-Melkstroom–Ward 9 ☺ Funding for Soup Kitchen at Babbelbekkies (erven 15043)Ward 10 ☺ Supply kitchen facilities with access to warm water at Kalksloot community hall (Ward 11) ☺ Soup Kitchen for ward (Ward 13 ☺ <u>Soup Kitchen for all wards (Poverty Alleviation Programme)</u> ☺ Rosedale Soup Kitchen (Ward 10) ☺ Louisevale Soup Kitchen (Ward) ☺ Uab Soup Kitchen (Melkstroom) ☺ Thembelilhe Soup Kitchen (Ward) ☺ Aunt Wilna Soup Kitchen (Ward) ☺ Andriesvale Soup Kitchen (Ward) ☺ Philandersbron Soup Kitchen ☺ Welkom Soup Kitchen	**DSD (Dept. Social Development)** Soup kitchens are run by the local wards in conjunction with Dept Social Services and not by LED All funded Soup Kitchens within the municipal area provide daily meals to vulnerable community members as part of the departments poverty alleviationprogramme	☝ Provide available land ☝ Provision of municipal services (Water, Electricity& Sanitation-Infrastructure

☺ Youth Service Centres (Youth Development) ☺ Henry Goeieman Youth Centre (Ward 5) ☺ Askham Youth Centre (Ward)		☝ Provide available land Provision of municipal services (Water, Electricity& Sanitation- Infrastructure
☺ Community Development Centre (Drop-In Centre) ☺ Askham Community Development Centre	All funded Youth Centres build capacity to young people within their communities by providing linking them with developmental opportunities	
☺ ECD Service Centres in all wards ☺ St. Mary's Child (Karos) Ward 14 ☺ RakkerAkker (Leerkrans) Ward ☺ Kekkelbekkies (Rosedale) Ward ☺ Dr Webster (Morning Glory) Ward ☺ Morning Side (Morning Glory) Ward ☺ Bavumeleni (Pabalello) Ward 13 * ☺ Ezibeleni (Pabalello) Ward 7 * ☺ Makukhanye (Pabalello) Ward 13 * ☺ Blommie Day Care (Jurgenskamp) Ward 2 * ☺ Voetspoortjies (Philandersbron) Ward ☺ Lutheran Kindergarden (Rietfontein) Ward ☺ Sonstraaltjies (Noenieput) Ward ☺ Kabouterland no.: 3 (Welkom) Ward	All ECD centres provide stimulation programmes to children age 0-4 years which are essential to their developmental needs.	Transferring of ownership of land/ buildings to occupying ECD's *
☺ Community Based Service Centre's in all Wards ☺ Goeiemoed Service Centre (Karos) Ward ☺ Lena Mouers Service Centre (Louisevaleweg) Ward ☺ VlytigeBejaardes Service Centre (Rosedale) Ward ☺ Morning Side Service Centre (Morning Glory) Ward ☺ St. Mary's Service Centre (Kalksloot) Ward ☺ Sarah Kotze Service Centre (Leerkrans) Ward ☺ Rooisand Service Centre (Askham) Ward	Community based service centres promote active ageing by involving elderly people within their communities	

PROJECT NO & WARD	PROJECT NAME	RESPONSIBLE DEPARTMENT	IMPLICATIONS TO THE MUNICIPALITY/ SERVICES RENDER TO DEPARTMENT
8.1.16 Ward 8 & 13	Upington Special Economic Zone (SEZ): The Upington SEZ consists of 2 sites. The first area is an extension of the current industrial area in Laboria consisting of ca 316 HA and the second area is the Upington International Airport. The development consists of 7 phases. Each phase will be developed within a 3 year period. Die Upington SEZ is a multi-sectoral industry development which focus on the following areas: • Solar: solar component manufacturing & the development of 23MW solar farm • Agro-processing: processing • Mining: mining equipment manufacturing & assembly • Aeronautical activities: maintenance, repair & overhaul facility & aircraft manufacturing • Logistics: assembly & warehousing • Micro-technologies: production of solar, robotic, electronic, astronomy & programming micro-technologies • Business incubator The development will house heavy, medium & light industries	**Department Trade and Industry** **Department Finance, Economic Development and Tourism** **Northern Cape Economic Development, Trade and Investment Promotion Agency**	Provide available land Provision of municipal services (water, sewer & electrical infrastructure)
11.1.1 Ward 12, 2, 3, 8,9,10,11,12	☺ Establish mobile/ satellite clinics: Extention of Raaswater Clinic DBSA undertook the renovations. Project is almost completed. They've built a waiting area and 2 HIV Counselling and Testing rooms. Louisvaledorp (Erven 324) and Leseding (Erven 1518) – Land provided. Submission for procurement of park homes approved. Awaiting procurement and delivery ☺ Estalish mobile/satellite clinic: Morning Glory and Jurgens Camp(Ward 2) Rosedale actually needs at least 2 clinics. We are working on the possibility to extend the clinic hours (6-6 for 12 hours).	**Department of Health**	👍 Provide available land 👍 Provision of municipal services (Water, Electricity& Sanitation-Infrastructure)

Sarah Strauss clinic and Progress clinic serve the above mentioned areas. Clinics are having a shortage of staff as determined by WISN (Workload Indicator Staffing Norm) – NDoH is working on this issue. We are working on the possibility to extend the clinic hours (6-6), but the facility does not have enough staff. Professional nurses and all other categories of nurses are scarce in the district. Nurses that are send for training, seldom come back to serve their communities, because the contract they sign do not bind them to come back to the community they're from. It only stipulates they must work in the Northern Cape after completion of their training. This result that most of them continue staying in Kimberley where they were trained. To attract nurses from other provinces is difficult, because the province do not have an attractive recruitment and retention strategy. Some vacant posts are no longer funded and can't be filled. To do the mobile/satellite clinics in these areas will remain a challenge. Rosedale also expanded so much, that Sarah Strauss clinic is too small and too far from the people in the new Informal settlements. ☺ Renovation of Progress Clinic (Ward 4). DBSA undertook the renovations. Project is almost completed. They've built a waiting area and 2 HIV Counselling and Testing rooms. They've also installed Hand wash basins in some consulting rooms which didn't have. The fence will also be replaced. ☺ Mobile clinic -Dakota Rd and DiedericksRoad (Portion erven 1) (Ward 8) Will look into the matter in the financial year 2017-18.Lingelethu clinic (Pabalelo) will have to serve the area. Lingelethu also became too small for the size of community they serve, Pabalelo needs at least 2 clinics. Clinics are having a shortage of staff as determined by WISN (Workload Indicator Staffing Norm)We are working on the possibility to extend the clinic hours (6-6), but the facility do not have securities and enough staff. Professional nurses and all other categories of nurses are scarce in the district. Nurses that are send for training, seldom come back to serve their communities, because the contract they sign do not bind them to come back to the community they're from. It only stipulates they must work in the Northern Cape after completion of their training. This result that most of them continue staying in Kimberley where they were trained. To attract nurses from other provinces is difficult, because the province do not have an	**Department of Health**

	attractive recruitment and retention strategy. ☺ Establish mobile clinics at identified sites (Melkstroom and Zonderhuis- ward 9 - Park home already up). Mobile services are also rendered at Uitkoms, Rooilandgoed. Will address matter of park home in financial year 2017-18) Are serviced by Upington clinic. Melkstroom needs a fixed structure like a park home. ☺ Construction of clinic for the ward. (Erven 18445) ☺ Mobile clinic for interim. (Erven 18551-Ward 10) ☺ Mobile clinic for Kameelmond and Lemoendraai Will look into matter. Progress clinic will have to service these areas. ☺ Mobile Clinic service to Louisvaledorp (Erven 324) and Leseding (Erven 1518) Ward 12. ☺ Mobile services are currently delivered at local churches, but privacy of the patients need more attention. Land allocated for structure to render service from. Submission for procurement of park homes approved. Awaiting procurement and delivery by Supply chain ☺ Development of clinic (erven 60-Ward 14) – Land allocated. Submission for procurement of park homes approved. Awaiting procurement and delivery by Supply chain ☺ Development of clinics for Ntsikilello (Erven 432) and Lambrechtsdrift (Erven 60) Land allocated. Submission for procurement of park homes approved. Awaiting procurement and delivery by Supply chain ☺ Upgrading of clinics at Karos and Leerkans. Will address matter in Financial year 2017-18 ☺ Mobile clinic (Ward 4-Progress) Staff shortage ☺ Upgrade clinic (Ward 5-Louisevale Road) Clinic is upgraded, but renovations are still continuing in the current financial year (2016-17).		
11.3.1 **Ward 1, 2, 3 & 4 ,9,8, 11,13**	☺ Satellite police office at Smartiesvalley ☺ Police station Pabalello - **erven: 21279** - Ward committees of wards 6, 7, and 13 collectively identified construction of the police station. ☺ Re-open satellite police station erven 6073-Tol Speelman Community Hall ☺ Establish mobile police station at Melkstroom and Zonderhuis(ward 9) Mobile police station in Beecraft Street(Ward 8) ☺ Satellite/mobile police station Ward 11) ☺ Building of Police stations: Raaswater (erven 2760), Louisvaledorp (erven	Department of Public Works/ SAPS	☝ Provide available land ☝ Provision of municipal services (Water, Electricity& Sanitation- Infrastructure/

	324) and Leseding (erven 1518-Ward 12) ☺ Building of Police stations: Raaswater (erven 2760), Louisvaledorp (erven 324) and Leseding (erven 1518) ☺ Mobile police station (SandilePrusent Camp Ward 13) ☺ Construction of a Satelite Police Station (Karos)		
11.3.4 **Ward8**	☺ Satellite complaints desk and CCTV System for CBD ☺ Full time road blocks (robots) at four main points into/out of Upington eg The Olifantshoek weigh bridge	**SAPS, Security** Satellite complaints desk or IP intercom to report on crime and vandalism in CBD. Project to be run and funded by SAPS	👍 None
11.4.2 **Ward 3**	☺ Technical institute of higher learning,	**DOE (Department of Education)/ Upington FET** Training of students in solar field.	👍 Provide available land 👍 Provision of municipal services (Water, Electricity& Sanitation-Infrastructure/
11.6.1 **Ward 14,1,4,12**	☺ Construction of Replacement School Karos: Part of erven 29(Ward 14) ☺ Satellite office at ND Swartz Office for information & computer classes(Ward 1) ☺ Establish ECD Centres(Ward 7) ☺ Creches in Buccaneer Street – Erven 17690 and Cheetah Street – Erven 17807 ☺ Establish ECD Centre at Zonderhuis and Melkstroom ☺ Construction of Primary school in ward. (Erven 18535) ☺ Construction of Secondary School – Raaswater (Erven 2744) ☺ Develop secondary school in Karos (Erven 29)	**DOE (Department of Education)** Planning and construction of a full service school at Karos	👍 Provide available land 👍 Provision of municipal services (Water, Electricity& Sanitation-Infrastructure/
11.6.2 **Ward 1,2,3,4 6,8,11,15,16**	☺ Additional classrooms and / ablution blocks or halls at existing schools **Class rooms:** Kalksloot Intermediate – 3 class room block (Ward 11) **Ablution blocks:** Franciscus Intermediate (Ward 4) Saul Damon High (Ward 3) Upington High (Ward 8) Klein Mier (VGK) Primary School (Ward 16)	**DOE (Department of Education)**	👍 None

Oranje-Oewer Intermediate School (Ward 4) **Major Repairs and Renovations:** Carlton-van Heerden High School (Ward 2) Marcus Mbetha Sindisa Secure Care School (Ward 3) Rosendal Intermediate School (Ward 15) JJ Adams P/S and Rietfontein C/S Hostels (Ward 16) **Upgrade of sanitation facilities:** Leerkrans Intermediate School (Ward 14) Rietfontein Combined School (Ward 16) **Accessability:** AJ Ferreira Secondary School (inclusive school - convertion of school into a disabled friendly facility) (Ward 1) **Fencing:** Groot Mier (VGK) Primary School (Upgrade of security fence) (Ward 16) Philandersbron Primary School (Erection of security fence) (Ward 16) Loubos (VGK) Primary School (Upgrading of security fence) (Ward 16) **Water:** Rietfontein Combined School (Supply, delivery and installation of a water purification plant) (Ward 16) Vaalkoppies (NGK) Primary School (Drilling & equipping of borehole) (Ward 14)	**DOE (Department of Education)**

CHAPTER 12: ALIGNMENT WITH NATIONAL AND PROVINCIAL PROGRAMS

Planning at national and provincial level is primarily sectoral and based on existing government department programmes. These have specific sectoral requirements that need to be met by municipalities. However, the implementation of these programmes will invariably occur in the area of jurisdiction of municipal government. To ensure that municipal priorities are addressed, and in the spirit of cooperative governance, the planning process of all spheres of government must be aligned with and inform each other. This requires that municipal planning processes takes into account the legislative, policy, and strategy approaches of the line departments of national and provincial government.

IDP DEVELOPMENT PRIORITY	IDP STRATEGIES	ALIGNMENT WITH NAT & PROV PROGRAMMES/PROJECTS
1 SPATIAL DEVELOPMENT, TOWN PLANNING AND LAND USE MANAGEMENT	Establish and manage a land development & land use control system to ensure that the development objectives of Council are carried out & the prescriptions of the relevant legislation is adhered to	The Urban Renewal Strategy (URS) Housing development programmes for municipality so can have better informed master plans MIG funding
2 WATER RESOURCES AND SERVICES	Extent and upgrade water infrastructure to improve the provision of water services Plan, manage and maintain water distribution systems Maintain and upgrade bulk water installations.	Municipal Infrastructure Grant War on Leaks Programme Blue drop Support Programme Infrastructure refurbishment Programme Water Conservation and Demand Management Enhanced Local Government Support Approach Water Allocation Reform Accelerated Community Infrastructure Programme
3 SEWERAGE	Maintain existing sewerage infrastructure and bulk sewerage installations Upgrade existing sewerage infrastructure and bulk sewerage installation	Municipal Infrastructure Grant Green drop Support Programme Infrastructure Refurbishment programme

DP DEVELOPMENT PRIORITY	IDP STRATEGIES	ALIGNMENT WITH NAT & PROV PROGRAMMES/PROJECTS
4 HUMAN SETTLEMENTS AND HOUSING	Secure housing subsidies and implementation of housing projects	☞ **Sustainable human settlements:** Breaking new ground ☞ Integrated Residential Development Programme (IRDP) ☞ Project-Linked, Individual, Consolidation Subsidies, Discount Benefit Scheme, Rural Housing. social housing, institutional subsidies, debtors programme ☞ The Human Settlement Redevelopment Programme
5 ENERGY AND ELECTRICITY	Implement electrification program Implement street- and area lighting program for existing and new developments	☞ Renewable Energy Independent Power Producer Procurement Bidding Programme, ☞ Integrated National Electrification Programme (INEP), Working for Energy programme, Compact fluorescent lamp exchange (Escom)
6 ROADS, TRANSPORT AND STORM WATER DRAINAGE	Maintain and upgrade existing transport infrastructure Develop and provide new road infrastructure Provide new- and upgrade and better existing storm water infrastructure	☞ Expended Public Works Programme ☞ Root out the dust programme ☞ Pulanala Programme ☞ EPWP Incentive Grant programme
7 HEALTH, SANITATION, WASTE MANAGEMENT AND WASTE REMOVAL	Improve and upgrade sanitation facilities Optimize and improve waste removal services	☞ Comprehensive Rural Development Programme (CRDP) ☞ Sustainable Land-Based Livelihoods, ☞ People and Parks, Working for Tourism, ☞ Working on Waste (UHURU Learnerships) Working for water
8 ECONOMIC GROWTH AND JOB CREATION	Job creation & relieve of poverty and unemployment Identify new and upgrade existing tourist facilities Capacity building within the community regarding tourism and business Institute awareness programs by all government approved	☞ Expanded Public Works Programme (EPWP) ☞ Small Enterprise Finance Agency (SEFA) ☞ Comprehensive Rural Development Programme

	institutions like NHBRC & CIDB Promote skills development and training through the building sector (SETA) and financial institutions	National Youth Development Agency (NYDA) Youth Economic Participation Community Work Plan
9 COMMUNITY DEVELOPMENT AND FACILITIES	Improve existing Sport, Park and Recreation facilities Establish, maintain and improve facilities at cemeteries Promote equity regarding community facilities	Sports for change programme Municipal Infrastructure Grant: Community Facilities National Lotto Board: Sports and Recreation grants Mass Participation The Office Provincial Programme of Action Steering Committee on the Rights of the ChildNational Youth Service Programme Youth and Local Government Programme Office for the Status of People With Disabilities
IDP DEVELOPMENT PRIORITY	**IDP STRATEGIES**	**ALIGNMENT WITH NATIONAL & PROVINCIAL PROGRAMMES/PROJECTS**
10 ADMINISTRATIVE AND INSTITUTIONAL CAPACITY	Development of effective internal systems to provide better services to all residents	DORA: Operation Clean Audit Batho Pele Principles Municipal Systems GrantFinancial Support Grant

CHAPTER 13: DISASTER MANAGEMENT

13.1: INTRODUCTION

13.1.1: WHAT IS A DISASTER

According to the Disaster Management Act: a disaster is a progressive or sudden, widespread or localized, natural or human – caused occurrence which causes or threatens to cause death, injury, or disease, damage to property, infrastructure, or the environment or the disruption of the life of a community and is of a magnitude that exceeds the ability of those affected by the disaster to cope with its affects using only their own resources.

13.1.2: WHAT IS A DISASTER MANAGEMENT PLAN

A continuous and integrated multi sect oral, multi-disciplinary process of planning and
Implementation of measures aimed at
(a) Risk identification and assessment.

a) (b)Preventing and or reducing the risk of disasters.
b) (C) Mitigating the severity or consequences of disasters.
c) (D) Emergency preparedness.
d) (E)A rapid and effective response to disasters and
e) (F)Post disaster recovery and rehabilitation.

13.1.3: STATUS OF THE PLAN

The plan has been approved in 2003 and it is a level one plan, a however it was not reviewed for the financial year 2013/2014. The act determines that disaster management plans should be review on annual basis.

13.2: LEGISLATIVE FRAMEWORK

Section 1 of the Disaster Management Act, No. 57 of 2002 defines "*disaster management*" as *"a continuous and integrated multi-sectorial, multi-disciplinary process of planning and implementation of measures aimed at –*
(a) prevention or reducing the risks of disaster;
(b) mitigation the severity or consequences of disasters;
(c) emergency preparedness;
(d) a rapid response and effective response to disasters; and
(e) post-disaster recovery, and rehabilitation".

The purpose of Dawid Kruiper Municipality's Disaster Risk Management Plan is to document the institutional arrangements, for departmental disaster management planning which includes the assignment of primary and secondary responsibilities for priority disasters posing a threat to the Municipality.

In terms of section 41(1) (b) of the Constitution, all spheres of Government are required to "*secure the well-being of the people of the Republic*".

Section 152(1)(d) specifically requires local government to "*promote a safe and healthy environment*".

Section 26(g) of the Municipal Systems Act, No. 32 of 2000 stipulates that a disaster management plan must be reflect in the Municipality's Integrated Development Plan (IDP).
Sections 52 and 53 of the Disaster Management Act, No. 57 of 2002 also requires of each municipality and municipal entity to prepare a Disaster Management Plan.

The Dawid Kruiper Disaster Risk Management Plan aims to facilitate an integrated and coordinated approach to disaster management in Dawid Kruiper which will ensure that the Municipality achieves its vision for disaster management embedded in the DMP which is to ensure a peaceful environment and enhance sustainable development in the Dawid Kruiper Local Municipal area of jurisdiction.

13.3: OVERVIEW OF RISK PROFILE

A risk profile was created for Dawid Kruiper local Municipality by estimating the disaster risk associated with the identified hazards in the Municipality. Values were calculated for each hazard by assessing the threat, possible impact and vulnerability of communities to specific hazard.

Vulnerability of communities to disasters was done by describing, where possible, the vulnerability of people, infrastructure (including homes and dwellings), services, economic activities and natural resources exposed to the hazard.

The estimation of losses resulting from the action of the hazard on those that are vulnerable, to evaluate likely consequences or impacts

The identification of capacities, methods and resources are readily available to manage the risk.
The estimation of the level of risk associated with a specific threat to determine whether the resulting risk is a priority or not. Estimation the level of risk is done by matching the likelihood of a hazard or disaster with its expected impact or consequences. This process allowed for different threats to be compared for the purpose of priority setting.
Based on the above, the following have been identified as the top ten prevalent disaster hazards for Dawid Kruiper Municipality:

- Poverty
- Floods
- Droughts
- Fire
- Hazardous materials
- Water pollution
- Aircraft accidents
- Erosion
- Lightning
- Air pollution
-

The most prevalent hazards, affecting most of the Municipal areas and with the highest potential probability for escalating to a state of disaster, are:

- Poverty
- Foods
- Droughts

13.4: INSTITUTIONAL CAPACITY FOR DISASTER RISK MANAGEMENT

13.4.1: Disaster Risk Management Structure

Disaster Risk Management structure of Dawid Kruiper Municipality is based on the current Administrative structure of the Municipality, which is headed by the Municipal Manager and the Directors of each directorate assisted by the Manager Fire Services and Disaster Management.

13. 4.2: ROLES AND RESPONSIBILITIES

The Disaster Management Plan highlights the roles and responsibilities of all stakeholders to ensure that there is no confusion during a disaster and that line of communications are adhered to. The detailed roles and responsibilities are described in the DMP attached as annexure G in the IDP.

13.5: DISASTER RISK ASSESSMENT

The Disaster Management Plan contains risk assessment based on field studies, observations and primary- and secondary data sources. The Disaster Management Plan has as far as possible been imbedded in the current reality of the. Dawid Kruiper Municipality is committed to implement measures to conduct comprehensive and progressive assessments which will contribute to the development of disaster risk profiles which are current and relevant, and which will inform planning and the implementation of risk reduction strategies. The Disaster Management Unit within the Safety and Protection Services Department does regular disaster risk assessments in assessing its top ten risks as well as its capacity on a regular basis as to ensure that it's ready and prepared for any kind of disaster.

13.6: DISASTER RISK REDUCTION

In order to reduce risk, the Municipality has embarked on a number of initiatives, namely:

- By-laws: The Disaster Management Centre will monitor and educate communities on existing by-laws and engage stakeholders in enforcement and compliance
- Centre
- Community awareness programs: Risk awareness is critical to all communities to ensure risk avoidance.
- Facilitate the development, implementation and maintenance of disaster management plans, programs and practices for strategic disaster risk reduction which will ensure that individuals, households, communities, infrastructure and the environment within the boundaries of the Municipality are resilient to disaster risk
- Develop, establish and maintain a comprehensive information management system, an effective communication system and an accessible public awareness and information service
- Provision for accessible training, education and research opportunities for disaster risk management stakeholders in the municipality
- Facilitate the establishment of a disaster fund for disaster risk management in the Municipality
- Ensure the development and maintenance of a current and relevant disaster risk profile
- Ensure the development, implementation and maintenance of comprehensive disaster risk reduction planning and implementation by the directorates, departments and sections within the institution
- Acting in an advisory and consultative capacity on issues concerning disasters and disaster risk management in the area by the establishment of the Local Disaster Management Advisory Forum
- Establishing and maintaining co-operative partnerships with multi-sectorial role players including the private sector in accordance with Chapter 3 of the Constitution and the Integrated Development Plan objectives
- The establishment, management and maintenance of a unit of volunteers

- Ensuring adequate capacity to deal with rapid, coordinated and effective disaster response and recovery
- Providing and coordinating physical support to communities and the mission critical systems on which they depend, in the event of those disasters which are classified as local disasters.
- Maintaining comprehensive records, documentation and reports of disaster response and recovery operations.

13.7: RESPONSE AND RECOVERY

The Municipality is committed to facilitating the development and implementation of contingency plans to ensure rapid, appropriate and effective disaster response and recovery to disasters which occur or are threatening to occur within the boundaries of the Municipality. Detailed information regarding response and recovery are described in the DMP.

Disaster Risk Management Unit will continuously engage and plan with various security services within National Department structures i.e. South African Police Services and South African National Defense Force.

ANNEXURES

Annexures to the IDP is listed under a separate file. These include:

A – Ward Profiles per Ward
B – Spatial Development Framework
C – Housing Chapter
D – LED Strategy
E – Integrated Waste Management Plan
F – Water Services Development Plan
G – Disaster Management Plan
H – Other Sector Plans
- Risk Management System
- Communication Strategy
- OPCAR
- Tourism Plan

I – Five Year Financial Plan
J – Institutional Program- Human Resources
- Workplace Skills Plan
- Employment Equity Plan
- Organogram
- Monitoring and Performance Management System
- Integrated Occupational Health and Safety
- HIV/Aids Strategy
- Anti-Fraud , Corruption Strategy and Prevention Plan

K – Chapter 9- 3 Year Strategy Plan-Projects , Institutional projects
L – List of Policies
M – Municipal By- Laws
N- Back 2 Basics Municipal Action Plan